

SEPTEMBER 16, 1960

**Sales Management**  
**PART TWO**

**Sales Meetings**  
CONVENTIONS • EXPOSITIONS • TRADE SHOWS

**Box Score for SALES TRAINING Today**

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IN —

Creativity

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Product Knowledge

UP NEXT —

Management Techniques

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page 102

TRY TO TOP THIS ONE  
page 35

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# **TWA THE SuperJet AIRLINE ... FASTEST COAST-TO-COAST**



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# Now's the time to make your plans for the INTERNATIONAL CONVENTION PLANNING EXPOSITION

NOV. 29, 30 and DEC. 1, 1960 • LAS VEGAS CONVENTION CENTER • LAS VEGAS, NEVADA

## WHAT'S ON THE AGENDA?

Twenty-six workshops dealing with the basic problems of convention planning — each conducted by leaders in the various fields. Subjects include attendance-building, membership drives, taxation, exhibit planning, motivation, housing, transportation, food, visual aids and others. In addition, the program will include speakers with experience in directing internationally famous European trade fairs. A feature address will be delivered by Secretary-General G. P. Speckaert of the Union of International Associations, on "European Congress and Convention Activity".

## WHO'S COMING?

The greatest gathering of convention-planning executives ever to assemble under one roof. Representatives of the nation's most important corporations, trade associations and business, professional and fraternal organizations are coming to the International Convention Planning Exposition for information and assistance in planning their future meetings.

Here's a cross-section of those planning to attend:

The Coca-Cola Company  
Northrop Corporation  
Ladies' Auxiliary to the V. F. W.  
Kellogg Switchboard & Supply  
National Health Council  
Constructions Specifications  
Institute  
Rotary International  
National Orange Show  
National Electrical Contractors  
Associations  
General Electric Corporation  
Collins Radio Company  
Railway Progress Institute  
Sliding Glass Door & Window  
Institute  
American Rocket Society  
National Association of  
Concessionaires  
Industrial Management Society  
Future Homemakers of America  
National Milk Products Federation  
Goodwill Industries of America, Inc.  
National Association of  
County Officials

Arrow, Incorporated  
National Association of Home  
Builders  
National Association of Music  
Merchants  
National Restaurant Association  
Portland Cement Association  
National Automatic Merchandising  
Association  
American Veterinary Medical  
Association  
Chrysler & Imperial Division  
Monsanto Chemical Company  
Theatre Owners of America  
Continental Can Company  
Parents Institute, Incorporated  
Schenley Distillers Company  
American Institute of Architects  
Minnesota Mining & Manufac-  
turing, Incorporated  
National Council of Churches  
Remington Rand  
Charles Pfizer & Company,  
Incorporated  
Boeing Corporation

## WHO'S EXHIBITING?

Every Company which provides a service or product for conventions, meetings, forums, exhibits and similar group activities and wishes this unprecedented opportunity to meet the men who make the buying decisions.

Here are a few of the latest organizations to join our growing list of exhibitors:

Royal Dutch Airlines  
United Airlines  
Morrison Hotel, Chicago  
Picks Hotels  
Desaville Hotel, Miami Beach  
Holland Tourist Agency  
Flamingo Hotel, Las Vegas  
Hotel Niagara, Niagara Falls  
United Attractions, Chicago  
Reno, Nevada Convention Bureau  
Teleprompter Corporation  
Holland American Steamship  
Lines

Detroit Convention Services  
Freeman Decorating Company,  
Dallas, Texas  
Aspen Chamber of Commerce,  
Aspen, Colorado  
Celebrity Management, Inc.  
Florist's Telegraph Delivery  
Association  
Kelly Girls Service, Inc.  
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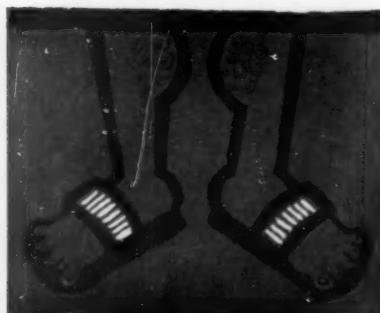
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For information, write: Convention and Visitors Bureau, Municipal Auditorium, Long Beach, Calif.



# Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

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Executive Offices: 1212 Chestnut St., Philadelphia 7, Pa., WA 3-1788

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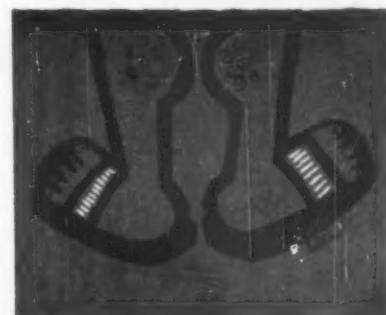
... where you get more done!

Conference rooms and convention halls for groups from 60 to 6,000... Spacious exhibit halls... fine hotel accommodations next to the Municipal Auditorium in downtown Long Beach. Experienced personnel to keep things running smooth as glass.

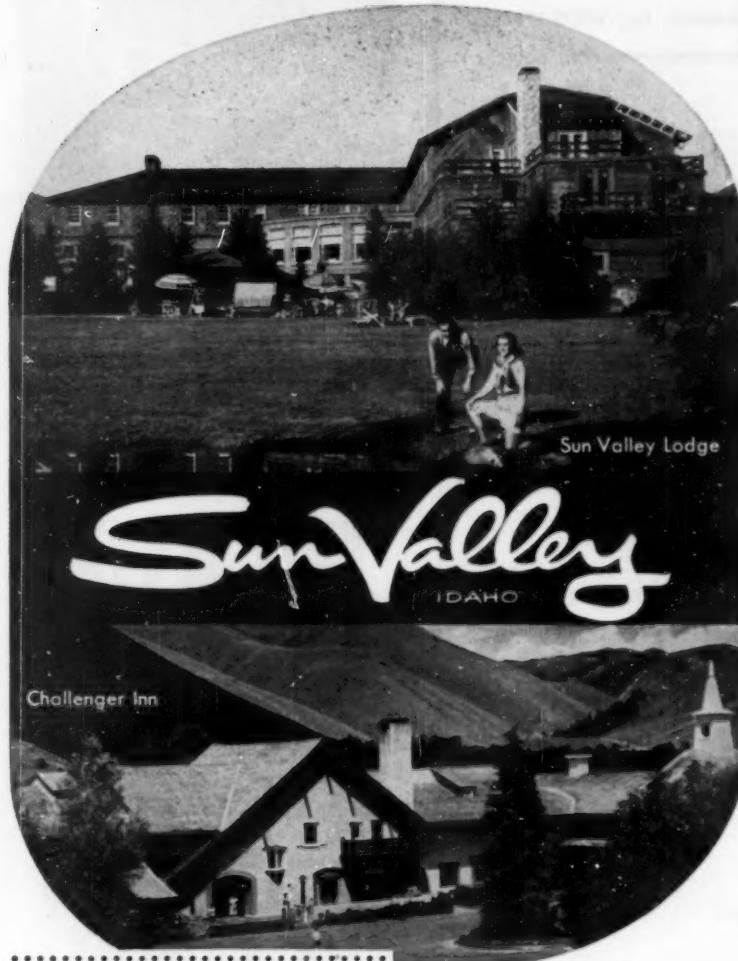
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\$21 \$19 per person, single room  
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### for reservations

... or additional information on rates, seasons and activities, let us send you our color convention booklet. Address Mr. Winston McCrea, Mgr., Sun Valley, Idaho or Union Pacific Railroad, Room 2711, Omaha 2, Nebraska.

Sales Management / PART TWO

## Sales Meetings

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Bill Brothers Publications in MARKETING: Sales Management, Sales Meetings, Premium Practice.



INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Modern Floor Coverings and Modern Tire Dealer.

SALES MEETINGS is issued bimonthly: January, March, May, July, September and November as Part Two of SALES MANAGEMENT. All mail for SALES MEETINGS should be directed to Philadelphia Office.

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# 3 easy steps to a convention in Hawaii

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ROYAL MANOR



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THE MOANA — 250 guest rooms.  
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- 2 Contact Sheraton's veteran staff of convention experts to help you plan *every* detail — an experienced staff led by **Robert Chandler**, Sales Director for Sheraton in Hawaii, with headquarters at the Royal Hawaiian.

- 3 Enjoy Sheraton's new air-conditioned **Meeting House** — custom-designed for conventions, with facilities that can be enlarged to seat 1000 or divided to accommodate 5 smaller groups in complete, sound-proof privacy.



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Director of Sales

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SEPTEMBER 16, 1960





## 10 CANADIAN NATIONAL HOTELS OFFER YOU THE FINEST CONVENTION FACILITIES

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and Canadian Pacific Railway Company.

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**CANADIAN NATIONAL RAILWAYS**

# -SM- LETTERS TO THE EDITORS

## good idea: never old

This is just a little note of appreciation, long overdue, for the idea of a "This Is Your Life" type of slide presentation utilizing baby pictures of sales representatives which we saw in your July 6, 1956, issue and utilized ourselves at our sales meeting last February in Los Angeles.

The response to our humorous little presentation was extremely gratifying, and it provided a very welcome lift to our two-day meeting.

Thanks again for the helpfulness which your article afforded us.

Richard G. McGandy  
Pomona Tile Manufacturing Co.  
Los Angeles, Cal.

## multitude of good points

You published an article in the January 16, 1959, Sales Meetings entitled "How to Spend Exhibit Dollars More Wisely" by Mr. Lewis Barry. I believe this article has a multitude of good points and I have been meaning to write to you and thank you for making such information available.

In Mr. Barry's article, he mentions that he did a lot of research and development in this work and finally came up with a guide which he calls the Barry-O-Meter, which is a check list for successful trade show exhibiting. Will you kindly advise me where I can secure a copy of this check list?

C. S. Cotton, Jr.  
Hagan Chemicals & Controls, Inc.  
Pittsburgh, Pa.

## how much to spend

We have a little debate going here and we'd like expert opinion. All of us are agreed that sales meetings are valuable tools for communications with the field force. Difference of opinion emerges on how much should we spend. Just where do you draw the line?

One faction (sales promotion, naturally) takes the all-stops-out attitude. If it gets impact, use it—even if it costs a little more than you want to pay. Another argument goes like this: Salesmen want facts not entertainment; so there's no

reason to spend a lot of money on ginger bread trimmings.

I'm in the middle on this one. I say we need to spend a little on the trimmings to put life into our meetings. However, I'm stymied, too. Just how much should we spend?

We'll rely on your expert judgment.

Name withheld on request  
St. Louis, Mo.

► There is no hard and fast rule except: Spend whatever is necessary to reach your goal. If the goal is worth reaching, it's worth an investment. It's a case of weighing what your goal is worth in dollars. If you are looking for an average figure, and if you consider your company "average", see how this stacks up to your current outlays: "Average" company in the United States spends \$33 a day for each salesman who attends a national sales meeting. This figure includes transportation and all audio-visual aids as well as food and housing.

## what to do for few

What I'd like to know is what can you do when planning a sales meeting for just a few? When I have a meeting, it's usually in the office; maybe seven men attend. In small companies like ours, everyone is on a more personal basis than in these larger corporations. We pitch in and help one another out.

What bothers me is that many of the techniques, you write about, strike me as applicable to the big boys with meetings. After all, you expect meetings where large number men attend to be planned in every detail. These corporations often hire full-time meeting planners.

In my company, I have to plan meetings with my left hand. I can't afford to spend days on fancy effects. So, how much effort should be put into a meeting for seven?

R. E. Thompson  
Miami

► To give you new meeting horizons for a small group, we suggest you read "Make Small Group Sessions Different" in our January 15, 1960 issue.

## Site for Successful Meetings...



## The PRUDENTIAL auditorium

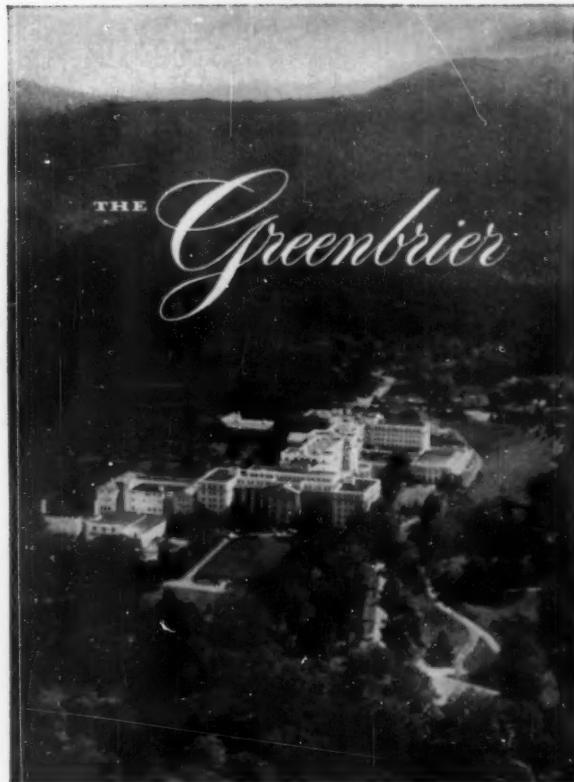
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Features like these are among the attractions... accommodations for up to 1100 people... flexible seating arrangements... catering service for 425 seated guests... full 40-foot wide, 20-foot deep, raised stage... modern lighting and public address system... projection booth.

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FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg. RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

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**Fred A. Muller, General Manager**

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**ROYAL ALEXANDRA, Winnipeg, Manitoba.** 450 well-furnished rooms. Dining room, coffee shop. Selkirk Lounge. Many convention facilities. Open year-round.

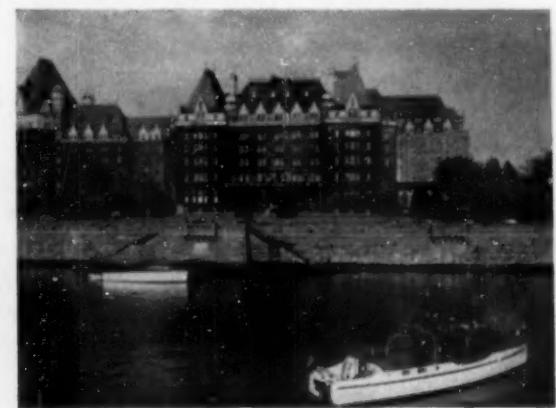
**THE SASKATCHEWAN, Regina, Sask.** 270 rooms with radio, some with TV. Comfortable accommodations. Good food and service. Dining room, coffee shop. Open year-round.

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 Please send a "trial copy" of "TOP DOG." Our check for \$29.95 is enclosed, with the understanding that I may return the film and record undamaged within 10 days for a refund of \$20.00.

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Title \_\_\_\_\_  
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## -SM FACILITIES ROUNDUP

### Lake Luzerne, N. Y.

Hidden Valley Ranch recently finished a \$200,000 lodge to accommodate from 25 to 250 people for conventions. Lodge is equipped with projection room for movies, filmstrips or slide, movable partition, special lighting, public address system and blackboards.

### Jacksonville, Fla.

Plans to renovate Hotel Roosevelt is to include a 650-seat banquet room and a formal supper club. Project is to modernize the entire hotel. Total renovation is to cost \$1 million.

### Las Vegas

Sahara is to build a 750-seat convention hall. Plans followed only a few months after the completion of its 14-floor annex. Other conference rooms will handle 750 conventioneers in addition to new hall.

### Philadelphia

Near the Schuylkill Expressway, new \$5-million Marriott Motor Hotel is slated to be erected. Plans include five private meeting and banquet rooms for groups from 10 to 700 people. Within short driving distance to the city's Convention Center, hotel's guest units will number 300.

### Lakewood, N. J.

Convention hall to seat 1,200 people will be part of the new \$2-million Forum, a 190-room hotel, motor inn, when completed. One of the developers, Sydney Grossman, says, "It will be operated on a year around basis." Motor inn is scheduled for completion by September, 1961.

### Amsterdam, Netherlands

Hilton Hotels International announces its \$5.5-million Amsterdam Hilton is well beyond foundation stages and will be completed by tulip season, April, 1962. A feature of the 279-room hotel will be its main floor ballroom to accommodate 450 guests.

### Pocono Manor, Pa.

New lodge has recently been opened a few feet from Pocono

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## FACILITIES ROUNDUP

continued

**Manor Inn's** main facilities. Spruce Lodge offers 38 guest rooms plus meeting room to accommodate 75 people. Room can be converted into an executive parlor with connecting bedrooms.

### Denver

Two conventions can be held comfortably at once in **The Denver Hilton Hotel**. Its grand ballroom accommodates 2,000 people for meetings; 1,600 for banquets. Ballroom contains 10,000 sq. ft. and an additional 5,000 sq. ft. in adjoining assembly areas for exhibits. On the mezzanine level, there are six banquet and meeting rooms for 65 to 180 people individually, or a total of 575 if rooms are opened up.

### Kiamesha Lake, N. Y.

New wing at **Concord Hotel** boosts facilities by 126 bedrooms and exhibit space to 50,000 sq. ft. Ground level of wing is a continuation of the first floor lobby, with separate registration desk. Scheduled to be completed by Thanksgiving is an adjoining building to wing to have a four-in-one meeting room, total capacity 700. Conventioners can be housed in wing, separate from regular hotel guests.

### Cincinnati

**Executive Inn**, \$13-million motor hotel-commercial building, is planned for nearby Evendale. Hotel portion of project is to include a 1,200 seat convention hall and 300 guest units. Construction is expected to begin late Fall.

### New York City

Loew's Theater, Inc., announces plans to build a second, bigger **Americana** hotel (50 stories) shortly after breaking ground on the first. **Americana West**, 7th Avenue at 52nd Street, will provide banquet facilities to accommodate 6,800 people. Main ballroom is to seat 3,000, 1,000 each in three smaller ones, and 38 private dining-meeting rooms of 25 to 300 capacity. Plans also call for a 30,000 sq. ft. exhibition hall on the street level. Guest rooms and suites will number 2,000.

Men are presently working on **Americana East**, Lexington at 51st

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## FACILITIES ROUNDUP

continued

Street, a 21-story hotel with 800 rooms. Six banquet areas will cater to 600 people.

### Houston

Motor hotel to cost \$2 million is scheduled to be built at 9200 South Main by a group of city businessmen, called Falcon Enterprises, Inc. Project will include six buildings: restaurant (450 capacity), banquet hall, 150 sleeping units, private club and two swimming pools. Negotiations with two national hotel chains are going on to manage the motor hotel, when completed. Name for hotel is still to be picked.

### Palo Alto, Cal.

Palo Alto Claremont is scheduled for completion by June, 1961. Plans for the \$4.5-million resort motel has been filed with City Planning Commission. The 205-room motel will include a ballroom for 1,000 and four conference rooms.

### Des Moines

Motor hotel will be built across from Veterans Memorial Auditorium by The Boss Hotels Co. To be known as Voyager Inn, its first floor plans include a restaurant seating 200 and meeting room, capacity 200.

### Puerto Rico

Hotel expansion programs abound. Hotel Melia in Ponce is building a 100 room addition; La Villa Parguera on the south coast plans 30 rooms more; La Palma Hotel in Mayaguez will add 150. New hotels on the island this year include: 136-room Dorado Beach (20 miles west of San Juan), 252-room La Concha and 170-room Ponce Intercontinental Hotel.

### Houston

Hotel America, a new 250-room, 10-story hotel, is to be constructed in the city's Cullen Center. Hotel Corp. of America announced its hotel is scheduled for completion in 1962 to coincide with the expected completion of the first office building in Cullen Center. Estimated to cost \$4 million, hotel will have private club facilities, plus meeting and banquet rooms.

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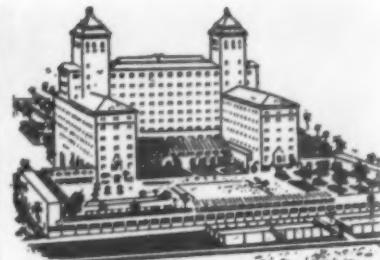
# -SM- MEETING, SHOW NEWS

Three new shows were announced recently for next year. American Bottled Water Assn. will sponsor its new show along with its annual meeting. Show is slated for Riviera Hotel, Las Vegas, March 27-29. Early this year, ABWA had a modest display with its meeting. Pacific Electronic Trade Show is to be an annual event on the West Coast. It is scheduled for Los Angeles, Feb. 26-28, and is being sponsored by Western distributors. American Institute of Chemical Engineers Petrochemical Refining Exposition will make its bow in New Orleans. It will be staged along with 44th annual meeting of A. I. Ch. E. Dates are Feb. 26-March 1.

**International Convention Planning Exposition**, Nov. 29-Dec. 1, in Las Vegas, will be unique in many ways. Almost unheard of, advance registration which includes tickets to three luncheons and workshop seminars, will be free. Free registrations will be accepted up to Oct. 1. After that date registration will be \$35. Twenty-six workshops are planned with each limited to 30 persons. Main speaker will be G. P. Speeckaert, secretary general, Union of International Associations. He will speak on European congresses and convention activities. Exhibits, which are planned in round island spaces, will have an international flavor, too. Exhibitors will include Royal Dutch Airlines and Holland Tourist Agency, as representative of foreign organizations, while U. S. exhibitors will include such companies as United Airlines, Pick Hotels, TelePrompTer Corp., Celebrity Management, Detroit Convention Services, Deauville Hotel, Flamingo Hotel, Florist Telegraph Delivery Assn., Freeman Decorating Co., etc.

**Eastern Air Lines** announces promotion of Henry G. Gobeil to Convention & Hotel Manager in its home office, New York City. Gobeil joined Eastern as a reservation sales agent at Washington, D. C., in 1946. Jefferson T. Dishough, Jr., moved into Gobeil's former position as District Sales Manager at Birmingham, Ala.

Several expansions and merger mark growth trend among exhibit builders. **Gardner Displays**, Pittsburgh, enlarged its sales meeting and convention service with the opening of Philadelphia office in the Land Title Building, Broad and Chestnut Streets. F. Dale Meeder heads the operation and James W. Waters is producer-designer. **Structural Display Co., Inc.**, set up headquarters in a new location 10 minutes from mid-town Manhattan. Its 1212 33rd Avenue, Long Island City, location gives company 50,000 sq. ft. of work area to expand design and production facilities. **Display and Exhibit Co.** also moved into new quarters, 1501 E. Ferry Street, Detroit. Quarters provide over 100,000 sq. ft. all on one floor. At the same time, Harry R. Schramm, active in Detroit's show and exhibit field, was appointed manager of shows and conventions in the company. Chicago merger between **Kitzing Studios, Inc.**, and **McAleer Displays, Inc.**, combines the knowledge and talent of the two organizations. McAleer Displays, Inc., had been the oldest established display house in Chicago. Combined operation will be directed by Fred Kitzing.



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continued

Despite labor difficulties, Florists' Telegraph Delivery Assn. opened its national convention in Detroit's new \$54-million Cobo Hall, last month. Dearborn Machinery Movers, an unsuccessful bidder for the labor contract, sought an injunction against the city to prevent its awarding someone else a five-year contract. Circuit Judge Carl M. Weideman ruled a temporary, 30-day contract could be signed by the city to allow the florists' convention to open. Stephen F. Kish, manager, Civic Center Commission, states the exhibit hall structure will be fully completed by September 15. National Auto Show moves into hall next month.

Philip E. M. Thompson submitted his resignation as manager of Atlantic City Convention Hall to become effective next Feb. 28. He has been on the convention staff since it opened, May 1929. Thompson reached retirement age last January. Reason given for leaving is "to take it a little easier." He said he offered his resignation early so the commission would have plenty of time to select a suitable successor.

National Premium Buyers Exposition has been rescheduled for Navy Pier, Chicago, in 1961. Decision to again use the pier for its April 10-13 show was based on a recent survey. Show exhibitors were asked to check their preference of the following Chicago locations: Navy Pier, McCormick Place (to open this fall), and convention hall addition to Conrad Hilton (under construction). "Better than 90% voted to return to Navy Pier. Lakefront Auditorium was second," reports Mrs. Ruth Hall, A. B. Coffman Associates, Chicago.

Same badge and same registration fee admitted visitors to Product Engineering Show, at Chicago's Navy Pier, and Machine Tool Show, at International Amphitheatre. Shows ran concurrently Sept. 6-16. Clapp & Poliak, Inc., New York City, managed both shows. Separate facilities for each show are necessary since no exposition hall is available that can house both.

Plans for new auditorium sprinkle country, which is some indication of growth of potential convention-exhibit business. Baltimore Civic Center will have about 150,000 sq. ft. of exhibit space, 70,000 sq. ft. on one floor. Fifty adjacent meeting rooms will hold 100 to 700 people each. Plans call for banquet facilities to serve up to 6,000 people. Permanent seating capacity will be 10,000, plus 3,000 temporary seats. Further south, plans for a city auditorium have been revived in Valdosta, Ga. Project had been sidelined for more than three years. Voters approved an \$800,000 bond issue in 1957 for a new city hall and auditorium. The city hall was built, but the auditorium never got off the ground. Funds available for the building are \$150,000 less than needed to build the auditorium. Orlando, Fla., voters will decide this November whether the city will issue over \$1 1/4 million in bonds for a 2,800-seat auditorium. Over-all program may go on to include renovation of present auditorium to serve as an exhibition hall. In the Midwest, Indianapolis employed architects to make preliminary studies for a \$16-million civic auditorium. Half of \$70,000 appropriated for the study is paid by the city, other half by the country. At Long Beach, Calif., voters favored the city to use its over \$1 1/2-million oil-well income to build the proposed auditorium annex. Plans call for the annex to seat 12,000 and include a more than 50,000 sq. ft. exhibit floor.



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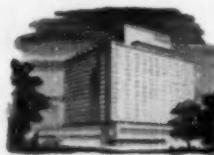
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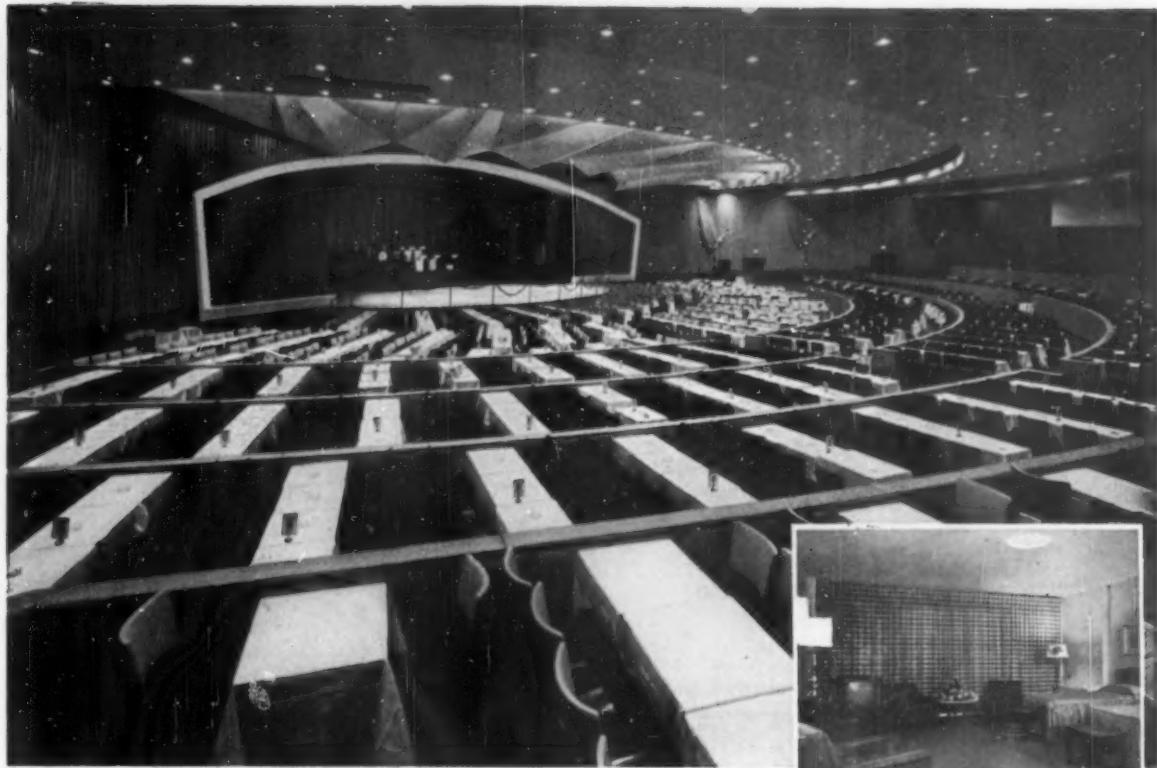
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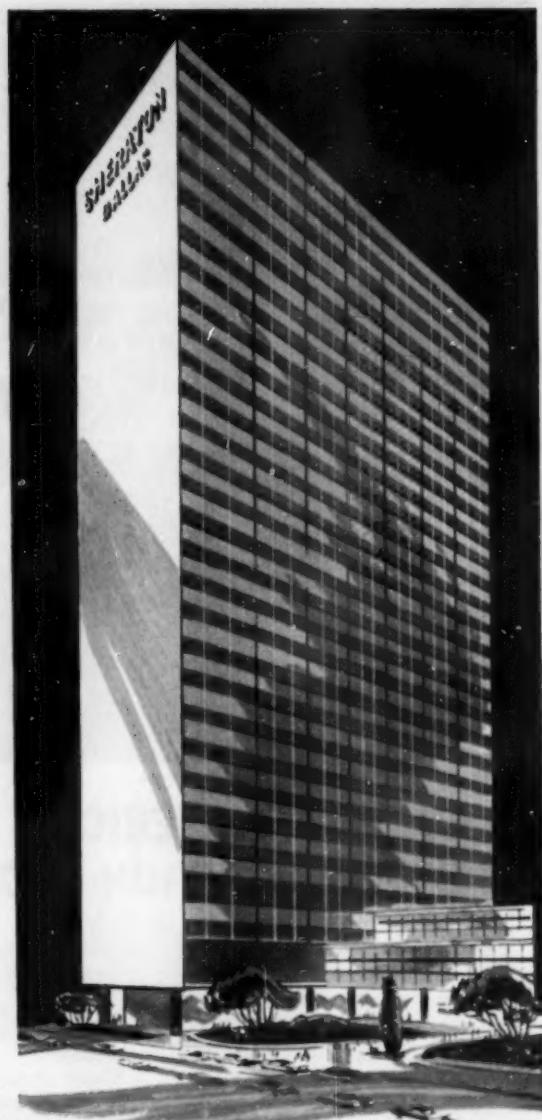
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SALES MEETINGS/Part II SALES MANAGEMENT



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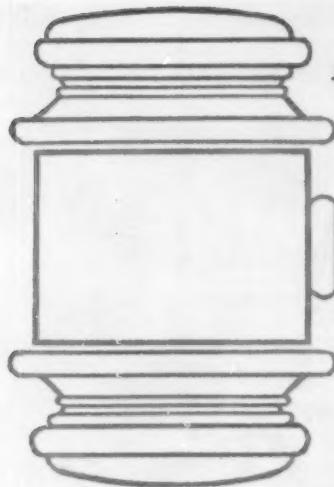
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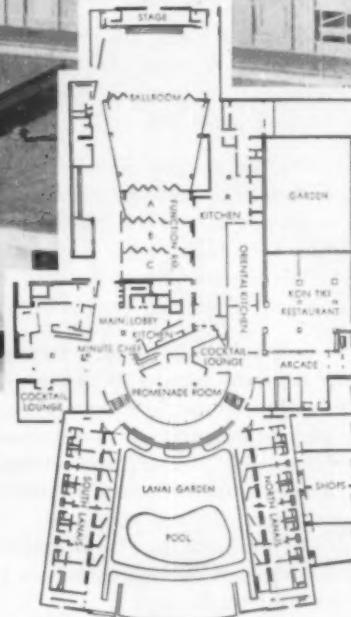


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opens March, 1961

**AS THE EDITORS SEE IT**

## Why Are Small Meetings So Big?

IF YOU haven't picked up the trend toward big, small meetings as you read these pages regularly, keep your eyes and ears open for the next few months. More companies are spending more money on small meetings than ever before.

What's the logic of spending a lot of money for a meeting of less than a dozen men, we've been asked? Isn't it rather silly to put on a big production for 10 men?

Why is it being done? Are the growing number of companies that stage elaborate (and somewhat expensive) meetings for few men wasting profit dollars?

On the surface, it would appear that some ambitious marketing men with small sales forces are trying to ape the giants in industry. Maybe they are reading these pages all wrong; copying what big companies do with big sales forces instead of sticking to simple meetings.

Dig below the surface, however, and you get a different picture of what's behind the big, small meetings. The logic is simple. If you have 10 men on your sales force, each is responsible for roughly 10% of your volume. Isn't it worth a substantial investment to stimulate a man who represents 10% of your sales. After all, with a big sales force, when you stimulate a man you just spark a salesman who brings in 1% or less of your business.

Agree that it's worth an investment in an elaborate meeting when so much is riding on each man in the audience. But does the big meeting work for a small group?

It does and here's why: At a giant conclave, your big sales force has come to expect something special. For one thing, it is difficult to get a message across to a large audience without elaborate visual aids and showmanship. But

with a small group it is different. Special effects, drama and spectacular presentations are not expected. So each bit of showmanship stands out.

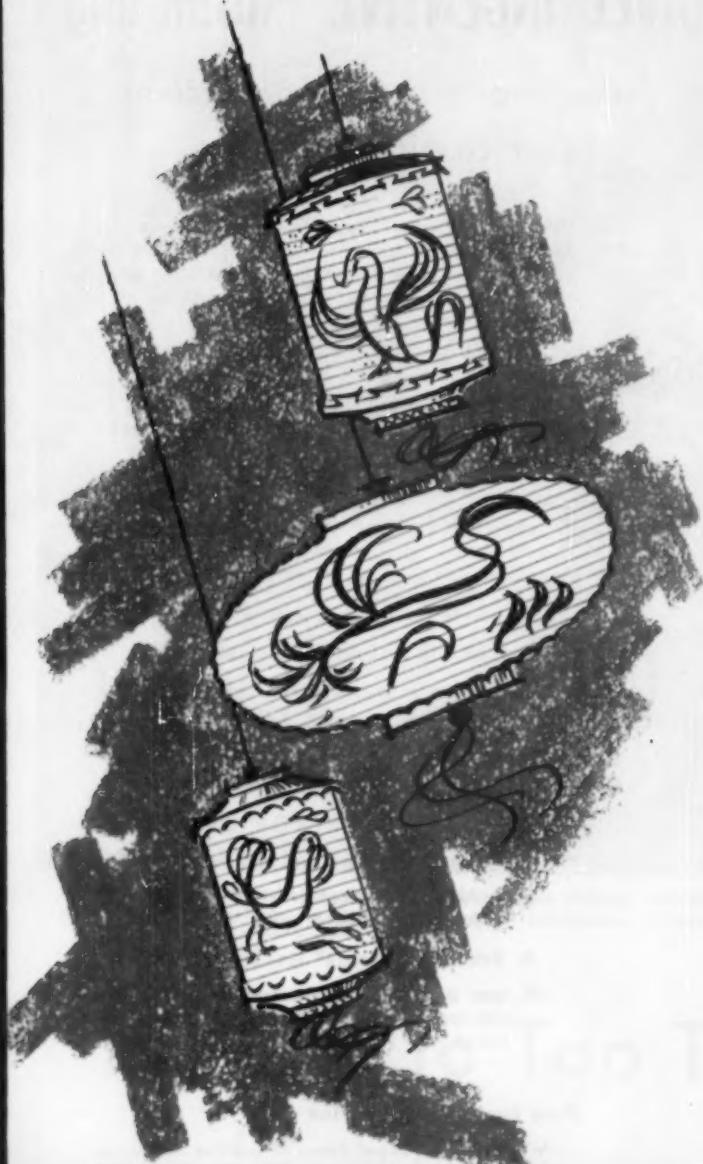
For instance, when a lovely model strolls across a stage with a new product in tow, this is ordinary fare for an audience of 200. But, when the same girl walks before a dozen men with the new product, this is exciting. When stereophonic sound envelopes eight men as a fanfare to introduce the sales manager, this makes whatever he has to say doubly important.

It is not simply the props and staging that creates special values at a small meeting. It is the planning that goes into such a meeting that gets results. Most small meetings are thrown together. They are series of speeches or rambling remarks. (It never seemed important to prepare anything when all you have to talk to are 10 guys you've worked with for years.)

However, when you plan something special in stage effects, it means you have to give thought to your message, your meeting objectives, your timing and your pace. Extra thought you put into these elements rather than the showmanship itself is what pays off.

When a meeting runs like clockwork and shows evidence of careful planning and substantial investment, it can't help but impress your audience with the importance of the event and its objective.

That's why you will see more big, small meetings in industry. That's why such figures as "average company spends \$33 per day per man at a national sales meeting" can go out the window when just eight men are in the audience. That figure may go up to \$100 a day. It could be worth it — and many marketing executives can prove it.



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A WELL PLANNED INCENTIVE PROGRAM CAN: (1) give you a larger share of an existing market; (2) increase sales volume; (3) dispose of obsolete products; (4) strengthen distribution channels; (5) combat price cutting; (6) increase sales outlets.

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Whether you've staged dozens of incentive contests or have never tried one, you owe it to your company (and yourself) to learn what *incentive engineering* by Iger can mean to your sales curve. Simply write or call and learn why America's "blue chips" call Iger for incentives.

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America's most knowledgeable sales incentive users call on Martin B. Iger & Co., as they have for more than 28 years, for precise analysis of marketing objectives and design of an incentive program that tops those sales goals.

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1. Isolate your market problem
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7. Plan all transportation and handle details
8. Build entertainment program just for your group and most important
9. Deliver a "package" that spells results.
10. Iger will not accept a travel order unless convinced that the basic merchandising is sound.



"I HOPE I GET IT," is what man in center seems to be saying to himself at Pfizer sales meeting auction. Stock certificates

earned during meeting were cashed in last day for play money with which men could bid for popular merchandise.

## Try to Top This One

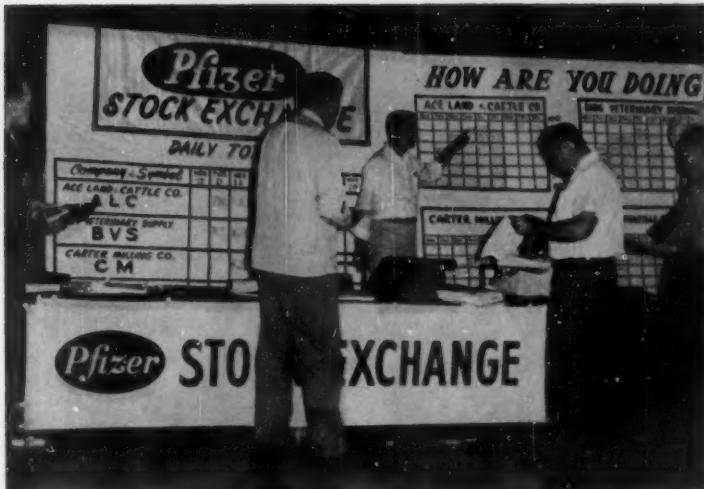
Pfizer builds dozens of clever ideas into its meeting. Problem was to merge two sales forces into one and to give each product knowledge had only by the other. Meeting took 10 days but was kept bright and sparkling with stock exchange theme and prizes.

By HUGH O. DERMODY  
Asst. Gen. Mgr., Agricultural Sales Div., Chas. Pfizer & Co., Inc.

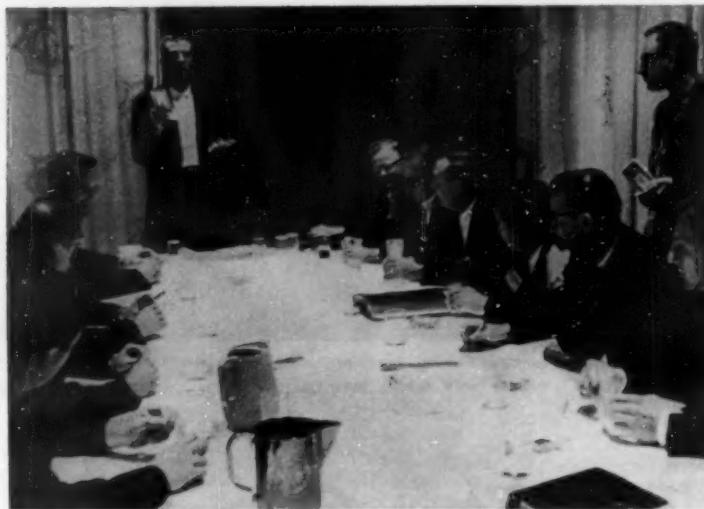
WHEN YOU'RE putting up a house you don't just let it grow like Topsy. You build it carefully from the ground up.

It's the same with sales meetings. At least that's the way we put our sales meetings together at Pfizer. Take our most recent meeting held

in Miami Beach this past summer. It was built up piece by piece with all the parts being solutions to problems inherent in a sales meeting or



"BIG BOARD" lists cumulative and daily totals of shares earned in Pfizer's four mythical companies. Postings are located at entrance to main hall.



"GIVE that man \$10," says lecturer. Play money awards go for correct answers in review session final day. Men gamble "money" at breaks between sessions.

to sales and marketing problems that prompted the sales meeting in the first place.

#### Sales Problem

First let's look at the major sales problem we set out to solve with the meeting.

Two of our sales divisions which in the past had closely paralleled each other's functions had been merged into a single unit. One of these groups had sold our line of veterinary products. Other group sold feed supplements and animal health products. Entire sales of this last group were in the agricultural market. Major portion of sales of the veterinary group were also in the agricultural area.

Idea to merge the two was to eliminate duplication and to create a new sales force strong enough to make more sales than would be the result of simply adding the sales of the two groups together.

But merger created problems. Each group would be handling not only its traditional products but a whole line of brand new ones, too. New territories were necessarily assigned. Each man would be calling on entirely new types of customers in addition to those with which he was familiar. And because of new territory assignments, many men would be working in new competitive situations.

In addition to this, it was implicit in the merger plan that no momentum

be lost; that it not take six weeks or six months for the new organization to start topping the combined sales of the former independent groups.

These then were the basic problems we set out to attack with our sales meeting. They were the same as a list of "conditions" given an architect by his client.

#### Ideal Solution

To begin with, a sales meeting was the ideal solution to one of our toughest problems: territory realignment. Having all the men together in one place at one time, we could have them pool their knowledge about their territories. Thus we could offer the combined body of experience of all 115 men.

Our foundation was the classroom instruction technique. This was because the most basic problem was salesmen's lack of familiarity with roughly half of the products they would be handling. Our staff of agricultural and veterinary scientists and our headquarters people got together and told us about how long it would take to cover the required course material and physical aspects of the meeting. This gave our meeting some dimensions—10 days, all day long, to be exact. We tested their suggestions by having a three-man team conduct a miniature dry run in the hotel about a month and a half before the meeting.

#### Long Time to Hold Attention

But with a 10-day meeting in sight, we knew that some means would have to be found to keep the men on their toes all the way through. Ten days is a long time to pour technical information into a man and expect him to keep his eyes open.

Now just as walls of a house support the roof, we found that the answer to keeping the men interested was also the solution to the over-all problem of making the men merger conscious; of welding a brand new sales force out of two divergent groups. Here's what we did:

We ran a private stock exchange—and without any authorization from the Securities and Exchange Commission.

Point of our Pfizer Stock Exchange was to give us a system to reward individual and group initiative—to motivate salesmen to stay on their toes and to get the two separate groups to work together.

Here is how it worked: As the 115 salesmen registered at the hotel, they were assigned at random to one of four "companies." Each of these

companies was made up of men from both of the two old divisions as well as from different parts of the country.

All four companies started the sales meeting without any stock. Each was "capitalized" on the basis of performance by all its members in tests and quizzes given after the classroom lectures. In addition to the stock accumulated by each company, individual members of each company received stock in their company on the basis of their individual performance each day. It was explained to the men that at the end of the meeting, stock held by each company would be distributed among its shareholders according to their over-all performance. Thus each man had a double interest in seeing that he did well. High scores in daily tests meant more individual awards and it also built up the total capitalization of a man's company so that in the end he would be able to share in a bigger pot of gold.

And the pot of gold that made all this worth while was a long list of valuable prizes such as a complete Polaroid Land camera kit, portable typewriter, expensive electric percolator and a floor waxing-polishing machine for home use and 25 other valuable awards.

#### Bid for Prize

How were the men to get these prizes? By translating their stock certificates into "money" with which they bid for the prizes during an auction scheduled for the last day. So that no one would miss the point, all prizes were displayed at the opening session of the sales meeting and rules of operation for the Pfizer Stock Exchange were explained. They were also written up in a booklet given

each man as he registered at the hotel. Another reminder came in the form of an every-other-day "newspaper" printed and distributed right in the hotel, and we had our own "Big Board" so that the men could see how their companies stood. On this we marked the number of shares each company acquired each day as well as the cumulative totals. Share holdings were revised every day and the "Big Board" was posted at the entrance to the main "lecture hall" where everyone saw it at least three or four times a day.

#### Stock Certificates

An air of realism was given to the whole stock market operation by using actual stock certificates (for fictitious companies of course) printed in New York. We even had a ticker tape machine on hand adjoining the Big Board. Same brokerage house that supplied the ticker tape machine also gave us a supply of literature on the operations of the real stock market.

Pfizer Stock Exchange was a natural for our meeting. For one thing, Pfizer has always been a company which has encouraged its personnel to participate in stock purchase plans. On top of this, Pfizer stock has been particularly active on the stock exchange in recent years so the men by and large were interested. But the main gimmick was the eventual merger of the four fictitious companies. This was planned for the final day along with the auction. We thus made the men merger conscious — emphasizing again the merger of the two sales groups.

In addition to the stock market program, we strengthened the feeling of "dynamic togetherness" we were out to establish in other ways — ways

that also served to impart product information and maintaining interest.

#### Men Paired in Rooms

For one thing, we carefully paired off our salesmen into the hotel's rooms. Each room was shared by two men, one from each division. This led to lots of after-hours talk about the different aspects of handling the different product lines and about the different kinds of customers on which each would call.

We also kept a sports program going after class sessions finished every day. Here we divided the men by geographical region rather than by their "company" assignments. This was done so as not to dilute the stock exchange theme. (That was planned to revolve around education aspects of the meeting.) However, each of these regional groups was composed of men from both divisions to make for more informative give and take. There were prizes for the sports program too — trophies.

Regional divisions also produced our entertainment program, one of the highlights of the sales meeting. Each of the four regional groups plus the New York headquarters group put on a show for the rest of the men on five different evenings. Men from both divisions planned and executed these programs. The men had merger on their minds even here and many skits were built around the former separateness of the two groups and their forthcoming togetherness. A prize went to the winning regional entertainers as well.

Regional sports and entertainment programs had another function, too, just as walls of a house not only hold up the roof but also support windows and doors. By keeping the men oc-

(Continued on page 147)



QUIZ on veterinary medicine is given "students." Scores determine how much stock a man is awarded every day as part of the meeting's incentive.



"FREQUENTLY the course of a conversation may change abruptly. Salesman may uncover a change in attitude or a complete change in interest from that which he expected. If such is the case, he must change his tack," says R. H. Zion, Mead Johnson.



"KNEE INJURY put me in a hospital but not out-of-action," reports Brown Forman's Paul Craige, "I taught sales trainees in sessions via leased telephone line as my assistant used visual aids on cue."

# Box Score For Sales Training Today

**OUT – Canned Pitch**

**IN – Creativity**

**DOWN – Product Knowledge**

**UP NEXT – Management  
Techniques**



"TRAINING with group participation insures 'something happening'

WHAT'S the big need in sales training today, basics in salesmanship or more product knowledge?

If your training meetings reflect too heavy a dose of "product," you're out of step with the advanced thinking of America's top sales training specialists.

As Thomas W. Guinivan, sales training manager, Baxter Laboratories, Inc., Morton Grove, Ill., explains it, there has been a change in the philosophy of sales training executives over the past 10 years. "Some while back," he says, "it seemed that most sales training people were spending 90% to 95% of their time on product knowledge training and on the mechanics of the job other than sales technique. Perhaps this philosophy was developed as a result of the 'easy selling era' during and following World War II. As we are all too well aware, it took little more than very elementary product knowledge to 'sell' in this era of shortage.

"Salesman's recession of 1958" focused the spotlight of management attention on the fact that the 'Great American Salesmen' had become the 'Great American Order Taker.' A realistic approach to this problem was a return by sales trainers to teaching basic salesmanship.

"This trend is expanding," Guinivan points out, "and it is creating once again, the creative salesman, type of salesman that originally made our economy the strongest in the world.

"For this year and for many years to come," says Guinivan, "I believe that we will be teaching and practicing the 'basics'. We will swing away from the 'canned sales pitch' which bridged the gap from the postwar order taker to the trained salesman who can think for himself and can inject his own personality into his sales presentation.

"Canned sales presentation which is so popular today in my industry (pharmaceuticals)," Guinivan points out, "was a necessity which has outlived its usefulness. Its continued use by a company is tantamount to self-condemnation of the company's recruiting, selection and training program.

"Sales training has reached maturity and we professional trainers can certainly teach men more than product knowledge and memorized pitches. We can teach them to think, to react in their own manner to situations and to put the power back into salesmanship that was lost nearly two decades ago. We shall accomplish this by emphasizing basic psychological salesmanship and helping each man to use his own particular talents to his (and the company's) best advantage."

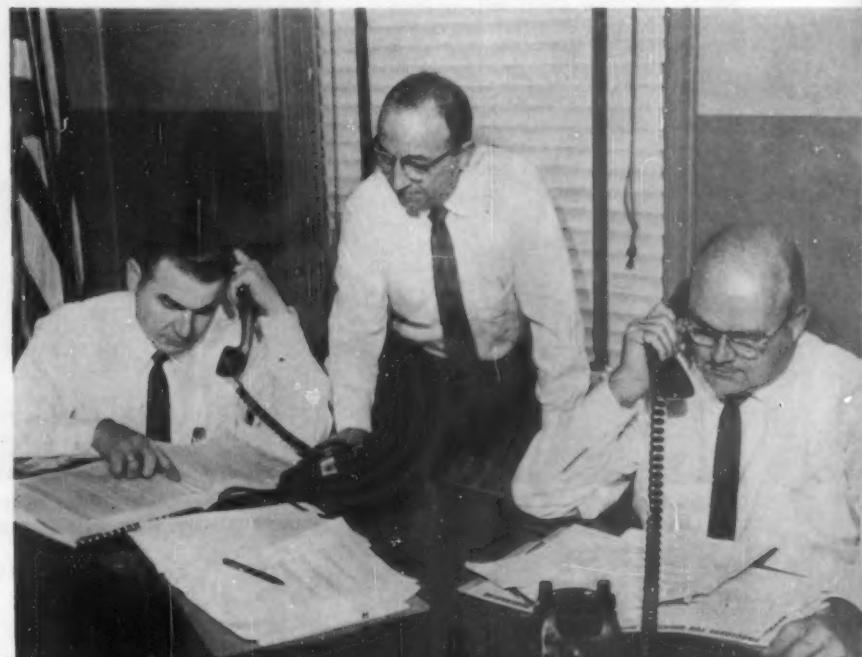
#### More Pressing Area

Trainers, today, do not discount product knowledge as important to training meetings. They simply want to focus attention in an area that is more pressing. "There is nothing wrong with product knowledge and/or product demonstration as such," says Horace Russel Smith, assistant

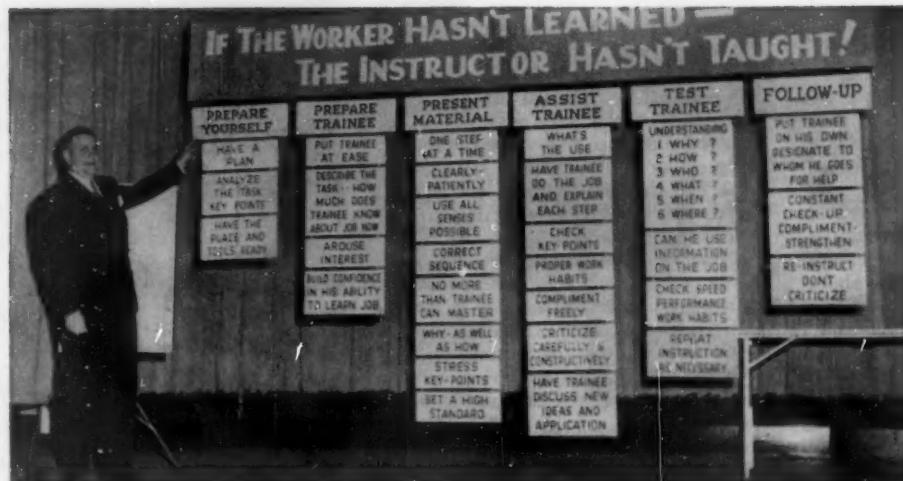


"OUR sales division is staffed primarily with technically educated men who more or less consider the mundane techniques of selling rather uninteresting," explains R. E. Brady, DuPont (left). "Show boat theme trained men almost unknowingly."

"MEN make actual telephone sales calls to test techniques learned while balance of class listen in adjoining room on monitoring device. Class hears salesman making call and customer's response," says A. F. Durand, General Tire, Akron, O.



Comments N. Schenck, Int'l. Minerals.



"WE SUBSCRIBE wholeheartedly to the statement, 'If the salesman hasn't learned, the instructor hasn't taught.' There are exceptions, of course, W. G. Strathern, Eastern Gas, points out, "but our experience is that we come out pretty well when we follow all the fundamentals."

agency vice-president, The Connecticut Mutual Life Insurance Co., Hartford, Conn., "but unless the salesman has conducted a customer-centered interview, he should not be surprised if he finds himself out in left field.

"It is only natural," says Smith, "that unless the customer identifies a real need or a real problem which the offered product or service will meet or satisfy, he cannot help but respond with the customary 'no need' or 'no interest.'

"Perhaps the greatest weakness in sales training as well as its biggest challenge," Smith declares, "is in the area of helping the salesman to use imagination, resourcefulness and ingenuity to develop a client-salesman relationship.

"It isn't a question of soft sell or hard sell, but rather one of smart sell," says Smith. "We certainly do not imply by the term smart sell anything snide or sharp or deceitful; but on the contrary, smart sell is typical of a smart salesman who wisely and intelligently helps the customer to buy what he most certainly needs. Thus, with every sale he builds a lasting relationship from which repeat business cannot help but continue."

#### Need To Be Creative

Need to train salesmen to be creative is a prime objective for many trainers. Salesmen have to be trained to be sensitive to new situations that can lead to sales. "A salesman must be conscientiously alert to reactions of his customer," points out Roger H. Zion, sales training director, Mead Johnson & Co., Evansville, Ind. "Frequently the course of a conversation may change abruptly. The salesman

may uncover a change in attitude or a complete change in interest from that which he expected. If such is the case, he must abruptly change his tack. To realize his potential, he must be alert to these customer reactions, respond to them and take advantage of them. By asking question and by 'feeling out' his customer, he can 'stumble across' new uses for his products and new appeal which he hadn't previously known about."

Creative salesmanship can be taught and special sessions on creativity are part of Mead Johnson's training program. "In our experience, these creative sessions have been uni-

formly beneficial," says Zion. "Not only have we been able to solve our selling problems, but our men grow and develop as a result of expanded awareness of their abilities to solve their problems as they arise.

"One of the major benefits of this whole creative thinking process," Zion reveals, "has been that we find solutions to problems other than those we were specifically working on. We solve problems long neglected and previously thought to be unsolvable."

Better sales training sessions are a necessity. The times demand it. "Most industries are finding their selling costs climbing," says Ian E. Mc-



"WE HAVE found it profitable to include engineers, order correspondents and accounts in some sales training sessions," states K. R. Vaughn, Carrier Corp.



**"MOST industries are finding selling costs climbing. Where costs are increasing, we need more productive sales time for each of our salesmen. Again, this comes down to better sales training," says I. E. McLaughlin, Cal. Packing.**

McLaughlin, sales training and personnel manager, California Packing Corp., San Francisco. "Where selling costs are increasing, we need to have more productive sales time for each of our salesmen. Again, this comes down to better training."

#### Train Non-Sellers

If salesmen need to know more about salesmanship, maybe it would help others in the company to know something about it, too—especially those who meet the public. This is the idea behind a program by Carrier

Corp., Syracuse, N. Y. "We have found it very profitable to include non-selling personnel in some of our sales training sessions," reports Kenneth R. Vaughn, director of sales training, Carrier Corp. Such personnel includes engineers, order correspondents, and even accountants."

One spot often overlooked is training followup after a new promotional program is introduced. "Recent experience has proven to us," says Vaughn, "that sales training as a simultaneous adjunct to promotional programs is one of the more profitable applications of the training function.

Too often, we feel, good promotional programs have fizzled because the marketing staff felt its job was done with the completion of an enthusiasm building presentation of the program. Our distributor and field personnel have enthusiastically welcomed shirt-sleeve now-that-we've-got-it, what-are-we-gonna-do-with-it workshop training sessions."

#### Personal Dedication

If sales training seems more intense in industry, today, it simply reflects, in part, the dedication of professional trainers. They can't be stopped and little seems to slow them down. For instance, Paul S. Craigie, manager of sales training, Brown-Forman Distillers Corp., Louisville, couldn't let a simple thing like an operation keep him out of action. He leased a telephone line from his hospital bed to the company's meeting room where a loudspeaker carried his lecture on fundamentals of selling. He spoke for over two hours one morning and two more hours during an afternoon session a few days later. While he spoke, his assistant used visual aids to follow the talks at the five-week sales training course.

Trainers take full responsibility for results. As W. G. Strathern Eastern Gas and Fuel Associates, Boston, says, "We subscribe whole heartedly to the statement, 'If the salesman hasn't learned, the instructor hasn't taught.'" There are exceptions, of course, Strathern points out, "but our experience is that we come out pretty well when we follow fundamentals."

This matter of fundamentals crops up all along the line, today. Reason



**"NO LONGER is it enough for sales training centers merely to train salesmen to sell. Growing trend to place former sales managers in top management positions calls for executive development in the trainee," suggests E. F. McShaffrey, Sun Oil.**



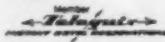
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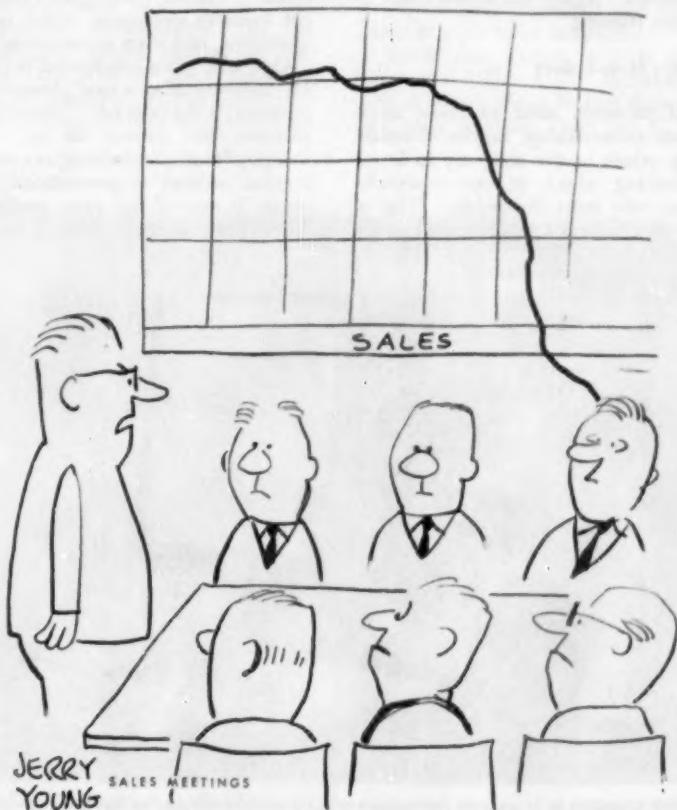
is simple. "Companies can no longer depend on their salesmen to sell 'by instinct,'" says R. F. Taylor, director of sales training, Ditto Incorporated, Chicago. "Instead, there must be formalized methods to present the story in the most efficient, skilled fashion to attain maximum performance from each contact."

Most training programs, says Taylor, are organized into four major sections: (1) product training—what it is, how it works; (2) markets and applications—who needs it and for what purpose; (3) sales techniques—how to sell the product; and (4) time management—how to use knowledge in the three previous sections to get maximum productivity.

As Taylor explains it, "Weakest section of many training programs is in the area of sales techniques. Most important training requirements today, and in the future, are to correct this weakness. Trainers and sales management must devote more time, money and attention to: (1) training salesmen in sales techniques; (2) training field supervisors to train, supervise and evaluate training of their men—particularly in sales techniques."

Many trainers make a big distinction between training and teaching. They reject one-way communications. "Training, or what passes for training of salesmen is going on all the time and at all levels in industry," says Neal Schenect, manager of merchandising, International Minerals & Chemicals Corp., Skokie, Ill. "But too often what is formally called training consists of an isolated activity, remote from the rest of the marketing operation, and frequently is no more than a speech, oration, harangue, or other platform presentation to a captive group—a group from whom no response is expected or permitted. And the group has had no part in determining the subject matter being handled.

To me, three factors about sales training today and in the future, if it is to be effective, are: (1) It must be real training, with group participation techniques used to insure 'something happening'; (2) It must be based on the needs of the group—as learned from the group; (3) It must be integrated into the total marketing activity, rather than something apart from reality, the job situation.



"Some of you may be wondering why I scheduled this meeting..."

Situation reality in training emerges stronger than ever today. The General Tire & Rubber Co., Akron, for instance, has a program it calls "combat training." A. F. Durand, manager, sales training and personnel, explains it. "Following the usual education in formal classroom coverage, we give salesmen the tough job of putting training into practice. In the course of this 'combat' period, salesmen put to practice the telephone techniques to secure an appointment for a presentation to the buyer of a new automobile to convince him that he should replace the brand new tires on his automobile with the premium tire, the General Dual 90." Following the appointment, the men go out equipped to make a sale.

"We have found this combat type of training the best possible method we have ever used to develop confidence in General's merchandising and selling programs," says Durand.

General's combat classes are limited to 20 salesmen. While a man is on the telephone to line up an appointment, other trainees are in another room to listen in to both sides of the conversation. Men rotate on the telephone.

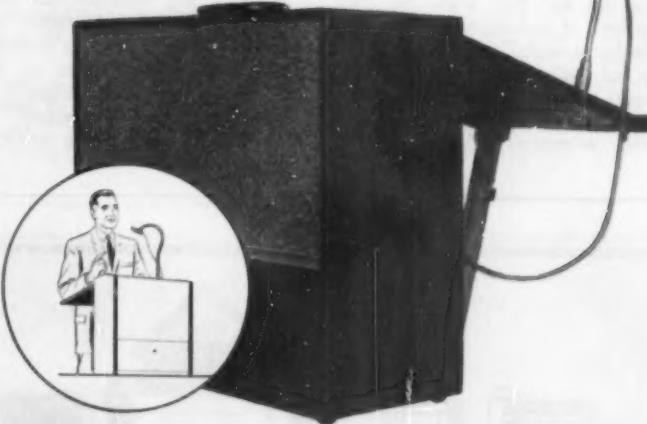
#### Takes More Than One

It takes more than one man to train properly, most trainers agree. "Action in sales personnel development is best accomplished through participation of all parties in the planning and execution of any of the activities," says Howard L. Bayne, supervisor sales training services, American-Standard Plumbing and Heating Division, American Radiator & Standard Sanitary Corp. "Co-authorship is vital to success," Bayne declares.

"Sales personnel development is accomplished with people, not things," Bayne points out. "Success depends heavily on personal factors of people in training—supervision, inspiration and leadership. Unlike advertising which substitutes 'things' for people, sales personnel development can use media or things only as tools to develop competent people."

There's little question but that training should be a constant process. If there isn't somebody going through the "mill" regularly, sales productivity suffers. At Surgical Products Div., American Cyanamid Co., Danbury, Conn., for instance, you usually find a group of 10 or 12 "strangers" wandering around the plant. "Every six weeks last year and once every two months this year a group of salesmen are brought to Danbury to learn how to sell better," says E. John Larson, manager, sales promotion and train-

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ing. "Normally, groups are composed of both new and old salesmen." For the new ones, orientation sessions are thrown into the program to acquaint men with the company, its policies and procedures. New salesmen must spend at least a month in the field before they are brought in for training.

"In this way they learn first hand what kind of problems they are going to be faced with," says Larson, "and they are eager to get answers when brought into the training program."

What do you do with highly sophisticated salesmen? What training

methods do you use on them? You apply science, according to Raymond E. Brady, manager, sales training, Polymers Dept., E. I. du Pont de Nemours & Co., Inc., Wilmington, Del. "In our particular case, our sales department is staffed primarily with technically educated men who more or less consider the mundane techniques of selling rather uninteresting. This poses a challenge to our training people as to how to cover the basics of selling in a sophisticated, mature manner.

"We have had some success with

programs that attacked the selling problem from the scientific point of view: 'Psychology in Selling,' 'Customer Motivation,' 'Trait Analysis.'

"On the other hand," Brady reveals, "a recent sales meeting was quite successful with a show boat theme held aboard the SS Delta Queen, renamed SS Seedy Belle (after our director of sales, C. D. Bell). As we sailed from Cincinnati to Louisville, by means of skits, we drew the contrast between the old-fashion, drummer-type salesman and the present-day salesman. By use of irony, sarcasm and humor, some telling points were made. Our men were being trained without their realizing it.

"We feel our problem is to develop basic skills of professional salesmanship in intelligent and interesting programs" says Brady. "This challenges our ingenuity."

#### More Salesmanship

As trainees progress, they should be exposed to more salesmanship techniques. While training starts out heavy on knowledge and light on salesmanship (80%-20%) at Scandinavian Airlines System, "this balance

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shifts with accent on salesmanship becoming more predominant," reports Arthur M. Yule, sales training and procedures manager.

"We believe that most of us spend too much time in teaching and not enough time training," says Yule. "To often information is provided and discussed by the instructor. The student can do the job while in class. However, is he trained sufficiently to use this knowledge on the job? In our opinion," says Yule, "this is the major task for the future in this highly competitive field of ours." (SAS in New York City is now preparing to handle 800 students over the next 12 months.)

#### Executive Potential

For some companies, training is not to produce good salesmen only, but to create potential top executives. "No longer is it enough for sales training centers merely to train salesmen to sell," says E. F. McShaffrey, manager, personnel development department, Sun Oil Co., Philadelphia. "Growing trend in industry to place former salesmen and sales managers in top management positions of great responsibility calls for development

and exploitation of executive growth potential in individual trainees. Should they become tomorrow's corporate managers, sales personnel will be expected to manage the many and varied facets of corporate life. This will require leadership qualities. Ability to handle all phases of corporate management—production, distribution, sales, finance—will be necessary.

"If training managers are to keep pace with this trend," McShaffrey points out, "they must strengthen current training courses as well as

devise new methods aimed at developing the fully-rounded organization man capable of meeting tomorrow's executive challenges.

"What tools or techniques will be required? Certainly, visual aids will play an increasing important role. Universities, too, will be called upon to step up and broaden their on-campus training of executives. But the real challenge," declares McShaffrey, "will fall to the corporation training manager to be flexible in his methodology and responsive to changing times and circumstances." ♦

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"NUCLEAR power" panel and meeting is set in motion by Miss Wisconsin '60.

# How Far Can You Go For Just 8 Men?

HOW FAR should a company go to put on a really outstanding and exciting sales meeting for its salesmen?

Is it worth while, for example, to spend a basic \$500 per man on a sales meeting — exclusive of travel costs, meals, housing?

Wright Saw Division, Thomas Industries Inc., gives a resounding "yes" to this question. Here's what happened at the division's recent sales meeting in Sheboygan, Wis., where Wright Saw has its manufacturing headquarters.

Given a budget of \$2,000, Wright Saw division put on a gala three-day "Nuclear Power Sales Show" for only eight salesmen. Festivities included smoke bombs, flashing lights, a Miss America beauty queen runner up, slide presentations, fancy sound effects and actual felling of trees in a wooded area.

While there were other costs involved such as travel expenses, collateral printed materials and field kits, the basic three-day meeting was kept within the \$2,000 budget.

Interesting part, of course, is that there were only eight salesmen present, although Wright Saw's sales are national. For this comparatively small numerical group Thomas Industries was willing to have its top advertising, sales and merchandising (product

line) executives involved, to do two months of planning, and spend \$500 per man on the basic meeting. Wright Saw and Thomas Industries personnel actually outnumbered the sales staff by nearly three-to-one at the meeting. In fact the format was such that it could easily have accommodated 100 or more salesmen.

The meeting, considered extremely worth the investment by Thomas Industries, provides answers to such important questions as:

- How much can a company realistically afford to spend on a sales meeting?
- How much per man?
- How many salesmen are needed at a sales meeting to make it worth the investment in time, money and personnel?
- Is it expensive to get a beauty queen? How much do slides and sound effects cost? Are they worth while?
- What are some inexpensive ways of dramatizing a meeting and creating excitement?

"Bill of Particulars" for the physical properties of the Wright Saw sales meeting breaks down something like this:

Photography (primarily for slides) .....	\$500.00
Artwork (primarily for slides) .....	200.00
Recordings and sound effects such as thunder, lightning, etc., keyed to slides and other phases of the meeting .....	500.00
Miss Wisconsin of 1960, Mary Alice Fox, who was runnerup in the 1960 Miss America contest .....	100.00
Lighting .....	50.00
Three luncheons, including Bratwurst Fry .....	200.00
Catering service for coffee breaks in woods .....	50.00
Transportation .....	—
Leasing of wooded area .....	—
Meeting room rental .....	100.00

**\$500 per man—exclusive of travel, meals and housing costs—too high a price to invest in a meeting? Not for Thomas Industries. When its salesmen leave the meeting, they have to be prepared to stage distributor sessions that really sell saws.**

**Special items:**

Tent for meetings	\$100.00
Rocket motif for tent	25.00
Exploding nuclear	
power board	20.00
Smoke bombs	10.00
Firecrackers	5.00
CO <sub>2</sub> fire extinguisher	
Helmets	25.00
Signs, props, etc.	20.00
Microphone rental	35.00
36 chairs	36.00
Miscellaneous	13.00
	<hr/>
	\$ 289.00
	<hr/>
	\$1,989.00

Several of the items should be explained further.

Actual cost of buying chairs was \$4.95 each, for a total of \$176.40. However, following the meeting, chairs, which were bright aluminum lawn chairs, were sold to employees in Sheboygan at \$1.00 off cost. Thus those attending the meeting were seated comfortably at a cost of only \$1 per man.

In order to have Miss Wisconsin on hand (who, incidentally, comes from Sheboygan) it was necessary only to contact her agent in Milwaukee, give him the location and time of the meeting and in general what role she was to play in the meeting.

The tent was rented from a local supply house with the cost including erection by the rental agents.

Transportation cost nothing as company station wagons were used.

Wooded area was arranged for by offering to clear out some of the undergrowth and cutting down trees



THREE features of the new Wright Blade Saw were dramatized by the use of the three signs. Factory representatives each sawed down a tree then moved into tent meeting to demonstrate the particular feature mentioned on his sign.

marked in advance by the owner which needed to be removed in the normal thinning out process.

Planning for the meeting began several months in advance with preliminary discussions between three Thomas Industries vice-presidents — Thomas Fuller, general sales; Otis Zumwalt, merchandising; and Del Wakeman, advertising and sales promotion.

Under the Thomas Industries organizational chart, each of these de-

partment heads is responsible for certain areas in sales meeting given by any of the company's four divisions.

Merchandising Department is responsible for presentation of the overall sales and product program. Advertising Department is basically responsible for supplying any printed materials for the meetings. It also is available to help dramatize presentations of merchandising and sales departments with such aids as slides, sound effects, special displays, techniques, etc. As such it often becomes the "moderator" of meetings.

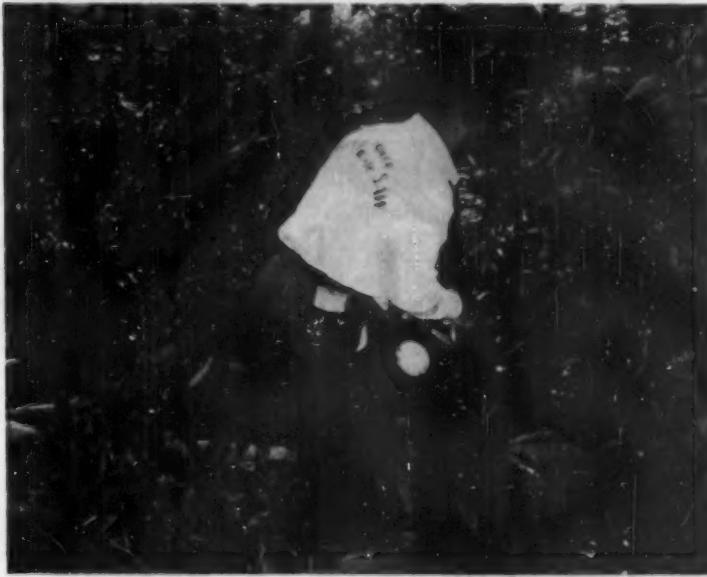
Between April and end of June, when the meeting was held in Sheboygan, some dozen meetings were held between various members of the three departments involved, plus representatives of the company's advertising agency, The Biddle Company, Bloomington, Ill., and its public relations counsel, The Public Relations Board, Chicago and New York.

To set a friendly, informal atmosphere for the sales meeting, salesmen were invited to arrive Sunday in time for a game of golf at the local country club, with plant manager Charles Troxel of Sheboygan acting as host.

Actual meetings started at 8 a.m. on Monday morning in the nine-acre wooded area on the outskirts of town.

Large tent, 20 by 40 feet, provided ample room for a stage area in front and seats for 36 people.

"Gentlemen, we give you your 1960 Wright Saw Nuclear Power Sales Meeting," boomed the voice of mod-



WRIGHT Saw Division's salesman, Daley trims felled tree during field test.

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SAFETY features of power saws are pointed out by Charles Troxel (left) plant manager in Sheboygan, Wis. Looking on are: Otis Zumwalt, vice-president; President Lee B. Thomas; and Kenneth Hayes, Sales Manager (left to right).

erator Ed Young of the Advertising Department. Lights dimmed and a gripping filmstrip of men and women being rocketed into space was shown on the screen. When the lights came on, Miss Wisconsin pulled a lever on a panel at the front of the room which started red, yellow and blue lights flashing on and off, and the tent was filled with "smoke" (from the CO<sub>2</sub> fire extinguisher).

Early in the meeting each of the people in the tent stood up and identified himself and his relation to Wright Saw or Thomas Industries. This, too, helped establish a friendly, informal atmosphere. Remarks by top company officials, including President Lee B. Thomas who flew up from Louisville along with the company's executive vice president, John Beam, were kept brief and to the point.

#### Kept Brisk Pace

Pace of the meeting was brisk. Next half hour was taken over by the Merchandising Department to introduce, by slides, sound effects and plain talk, a revolutionary new compact power blade saw with a 16-inch cutting blade. At the proper moment the actual product, covered by sequins, was shown briefly for the first time amidst a blaze of noise, smoke and flashing lights. This is where the firecrackers and smoke bombs were used, along with plastic photo bulbs which were broken open at the top (being careful not to damage the fla-

ments), filling them with smoke powder and hooking to the electrical circuit.

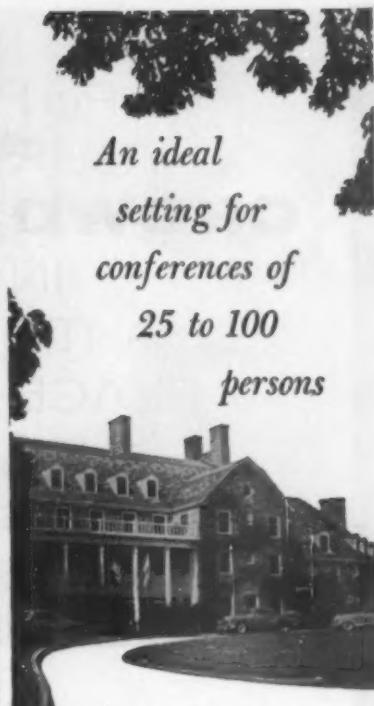
#### Cry of "Timber"

At this point, sides of the tent were rolled up and the sound of a Wright power blade saw was heard buzzing in the woods. With a cry of "Timber" over an electric megaphone, the first big tree came crashing to earth. Moments later the man who had sawed it down with the new compact Wright saw walked into the clearing by the tent, saw still buzzing, carrying a big sign reading "VERSATILITY." After demonstrating some cuts on logs in the clearing, he shut off his saw and the woods became quiet.

Next moment another saw was heard buzzing in the woods, again followed by the cry of "Timber" and the crash of a second tree. This time the woodsman entered the clearing with a sign reading "LIGHT-WEIGHT." The process was repeated a third time, with the demonstrator carrying a sign to point up "SAFETY" of the new saw.

The three major features of the new compact saw were thus dramatically presented.

President Thomas then presented each of the salesmen with his own personally inscribed compact Wright saw. Each man then spent half an hour in the woods with a factory representative. He used his new saw to



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clear brush, cut firewood, trim trees and fell previously marked trees.

To show ease of operation of the new saw, Miss Wisconsin was given several turns at using it to trim some of the fallen trees.

With excitement at a high level, a coffee break was followed with presentation in the tent of the company's second model, a revised version of its 20-inch blade unit. Again, salesmen moved out into the woods to actually field test their new saws.

After the meeting each salesman was given a special carrying case for the saws and these, in turn, became his "working models" for sales calls on distributors.

Most of the dramatics were packed into that first morning but the well-planned followup took advantage of the initial excitement to keep enthusiasm at a high pitch throughout the remaining two days.

After lunch the first day—a Bratwurst Fry on the lawn of the River-

dale Country Club—sessions moved inside the club for a day and a half.

Monday afternoon was spent to present advertising and public relations programs, including special distributor-Salesmen portfolios for use by distributors at the dealer level. Reg Silby, assistant sales manager, Wright Saw, then went through a typical salesman presentation to a distributor sales meeting.

Just before supper each salesman was given his own "packaged" sales



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meeting kit. This included a 3 ft. by 4 ft. by 2 ft. deep stagette. Front has a slide rail to show cards and the back a rubber reflective projection screen to show slides. Stagette knocks down into a carrying case.

Additional materials include 60 slides, about two dozen large cards, a tape with dialog and sound effects, and 30-page "Meeting Guide" with each page listing "This Is What You Do" on the left side and "This Is What You Say" opposite it on the right side. There are also directions on how to set up a meeting physically.

After supper that night, salesmen went over their sales presentations in their rooms and the next day was taken up entirely by devoting a full hour to each salesman to give his pitch. While this is strictly a sales department activity, comments of Wakeman, v-p advertising, were solicited to improve technique of presentation by each salesman.

As a final step in preparation for the national sales task ahead, salesmen were given a quick course in service, maintenance and field stripping on Wednesday, back at the tent, by Merchandising and Field Service Departments, under direction of Jesse Parentice, Gilbert Gusland and Evans Wilhoite.

To keep the budget arrangement straight, it must be noted that an additional \$2,000 was used to prepare field kits, including stagettes, duplicate slides, etc., for salesmen; and all printed advertising public relations and promotional material for distributor-salesmen portfolios came from a third budget.

#### **Worth \$500 per Man?**

And does Thomas Industries consider the \$500 per man expense worth the effort?

Says Kenneth Hayes, Wright Saw sales manager: "Our sales to distributors are big ticket sales. Our saws retail for \$139.95 to \$169.95. July and August are the kickoff season for power saw sales and our salesmen must know their pitch 100% the minute they leave our meetings. Many of them have already scheduled distributor meetings for the following week."

"Because in our technique of selling we book a good per cent of our sales in those distributor meetings—as well as activating their sales push in this area—our men must be sharp in their first meetings. This is why it is important to us and of value to spend the time and money and effort of our company's top management, to develop the best sales meeting we can to prepare our salesmen to give their best effort in the field." ♦



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When your salesmen leave for that out-of-town sales meeting, you'll be glad that you asked us *now* for information about arranging *special* Coast Line trains.

"Customized" service for your own special train offers everything from mailings to your salesmen to specialized entertainment and "gimmicks." And it's a safe, smooth trip all the way.

To find out more about Coast Line's modern solution to all your group travel problems, just fill in and mail the coupon below. No charge or obligation, of course.

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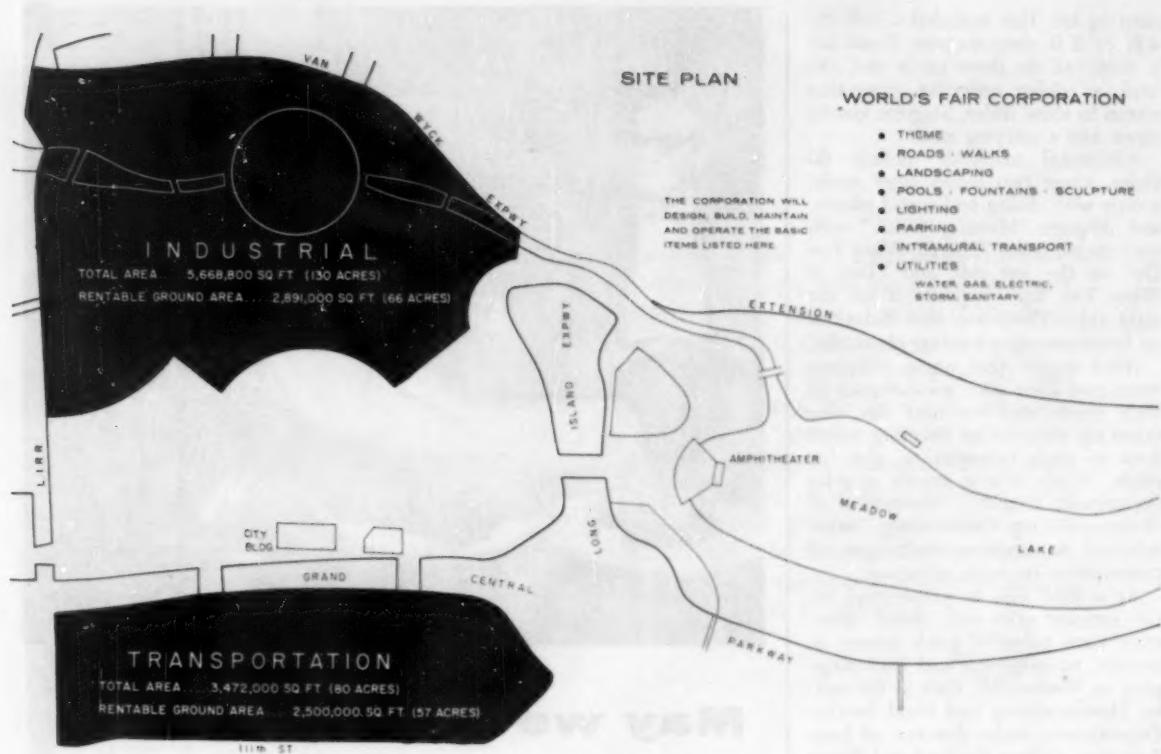


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# New York Reveals Plans For '64 World's Fair

Over five million sq. ft. to be available to industry at \$4 sq. ft. a year. Exhibitors must build own buildings and remove them after two-year fair ends. Space to be allocated on basis of earliest application. Fair office now open on fair grounds.

BASIC PLANS for New York World's Fair, 1964-65, have been revealed. The fair, to be erected on the same Flushing Meadows Park site as New York's 1939-40 event, reports these plans:

- There will be two industrial exhibit areas: Industry section and Transportation section.
- Exhibit space rental for these sections will be \$4 a year per sq. ft.
- Rental payment is to be made

on the basis of 10% with letter of intent to exhibit, 40% when lease is signed, and 50% when construction is started.

- Exhibitors must build their own temporary buildings. None will be supplied by the fair.
- Exhibitors must remove buildings at end of two-year fair.
- Building designs must be approved by the fair.

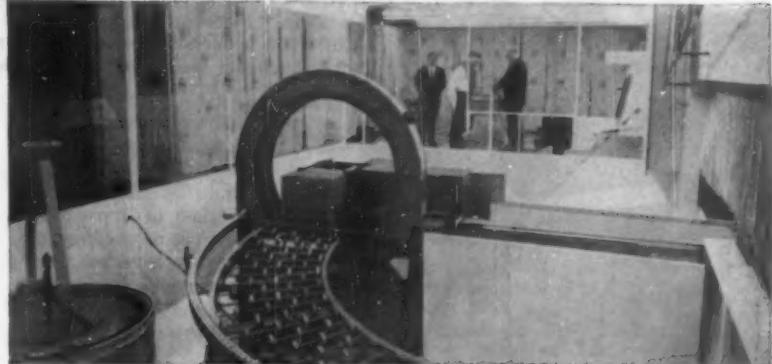
• Only 50% of lot leased by an exhibitor can be covered by building, balance must be landscaped.

• Structures cannot be taller than 80 ft.

• In Industry section no exhibitor may rent more than two acres, but exhibitor in Transportation section may use more "within sound discretion of the Fair Corporation, and will depend on the merits and educational value of each exhibit."



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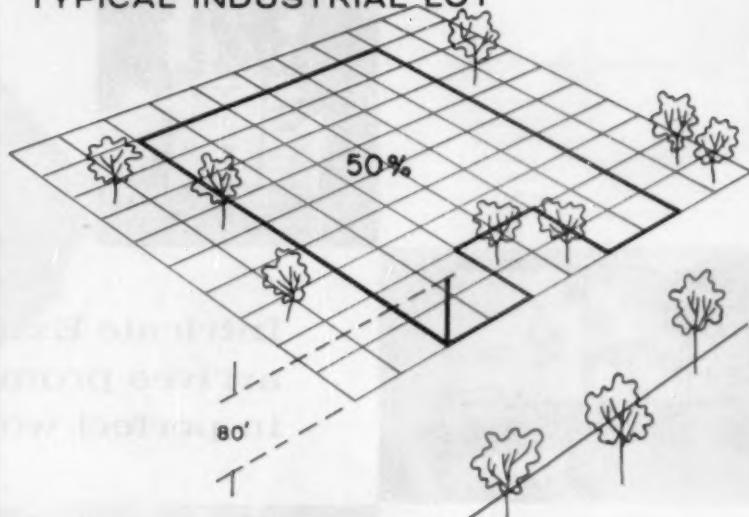
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EXHIBITOR is permitted to lease up to two acres, maximum height allowed is 80 ft., building may cover no more than 50% of lot at 1964 World's Fair.

- Space will be allocated on basis of earliest requests and okay of plans. No allocation is to be made on any other basis but time of application. (Big bond holders get no preference.)

Formal regulations have not been issued as they are still being prepared. However, the fair is inviting early requests for space and plans to hold conferences with potential exhibitors. These meetings will be arranged at the fair grounds or at offices of potential exhibitors, according to J. Anthony Panuch, vice-president, Industrial, Federal, State and Special Exhibits, New York World's Fair Corp.

Industry section of the fair offers 2,891,000 sq. ft. of rental space.

There are 2,500,000 sq. ft. of space for rent in the Transportation section. This means fair has potential space sale to non-governments to \$21.5 million. States, federal and foreign exhibits potential space sales have not been announced.

There are existing facilities on the fair grounds left over from the 1939 fair. These include 10 miles of sanitary sewers, 20 miles of storm sewers, 15 miles of water mains, 13 miles of gas mains, electric conduits for light, power and communication and sewage pumping stations. Repairs to these facilities where necessary and new installations are planned.

New York City has agreed to supply water to the fair without cost and will not charge for sewer rental. City requires, however, that entire area be returned to same condition that now exists. All buildings will have to be demolished. Fair is financially responsible to the city to restore the land. (Exhibitors, of course, are responsible to the Fair Corp. for clearing their areas.)

Fair management is still investigating concession possibilities. Experience at 1939 fair is being evaluated. One thing is certain: concessions and restaurants must be built and demolished by renters.

Tentative plans call for admission to the fair to be \$2 for adults and \$1 for children. An attendance of 40 million is expected for 1964 and 30 million in 1965, according to fair management. Hoped for by fair planners will be parking area for 20,000 cars, but this will depend on

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further negotiations with the city.

Including Meadow Lake (81 acres), fair has 646 acres. Fair grounds are adjacent to the proposed 55,000 stadium for the new Continental League. Stadium area will cover 16 acres and fair hopes to be able to use this stadium for special events.

New York World's Fair Corp. was organized last year as a non-stock, non-profit corporation. Under its charter it can solicit funds, borrow money, issue and sell bonds, debentures and other obligations. Its purpose is educational: to educate "peoples of the world as to the interdependence of nations and the need for universal peace."

Fair Corp. acquired land of Flushing Meadow Park from New York City for \$1.

All subsurface utilities, including electrical conduits and cables, and sewers that are not in will be installed without cost to exhibitors. A vast complex of highway improvements to make the fair grounds more accessible are in the works. This work will cost \$95 million. Federal funds will cover 90% of costs and the state will pay the balance.

Robert Moses, president, Fair Corp., declares, "We will provide commerce and industry with the biggest and most fascinating showcase conceived and constructed by the imagination and the hands of man."

Fair Corp. will not handle space sales in Transportation section. This job has been handed to Port of New York Authority which will act as the fair's agent to lease space to transportation companies. Eligible for space in Transportation section is "any company or industry concerned with, or contributing to, the movement of people and goods - whether by air, land or water."

Fair Corp. reports it will build no exhibit buildings. If exhibitor does not want to build his own building, his only opportunity to participate in the fair is to interest other companies in his industry to put up an industry building with building costs pro-rated or paid by the industry's association.

Offices for the fair have opened on the grounds. Address is: New York World's Fair, Flushing Meadow Park, P. O. Box 270, Flushing 52, N. Y.

Exhibit spaces on fair map have not been outlined. Map is now being prepared.

European countries have remained silent with respect to New York's plans. International Bureau of World Fairs in Paris has neither sanctioned nor rejected plans for the fair. Its rules against two-year fairs appear to be stumbling block to early endorsement. \*

## what's new in exhibits?

**D**EEP SEA DIVING in a railroad station is not exactly commonplace. Neither is the huge tank erected for Merritt-Chapman & Scott in the MLPF&S Investment Center in Grand Central Station. Purpose is to demonstrate deep-water equipment in a "gold-fish bowl", (with real gold-fish, too). According to past records, the exhibit will be viewed by a quarter million people in a 60 day period.

**E**VEN COLLEGES are using portable exhibits to tell their story to prospective students, alumni groups and others. Latest is Springfield College, with a colorful Ivelpak, first shown to the International Conference on Leisure at Carnegie Endowment Center.

**N**EWLY-BUILT NUCLEAR power plants must be "sold" to the public. Hence the trend toward museum-type reception areas at the plant sites, with elaborate working models, cut-aways and explanatory panels. Latest is the Pathfinder \$20,000,000 facility, soon to be activated at Sioux Falls, South Dakota.

**W**HERE ELSE BUT in the Ivel exhibit shop can be found the versatile skills, facilities and elastic plant space to build at short notice a full-size operational wooden mock-up of so unusual an object as a Minuteman missile launcher? Forty-five feet long, fifteen feet wide and thirty-five feet high, it was ready for AMF's testing engineers in 18 working days.

**S**MALLEST TRAVELLING exhibit is the oldest Volkswagen in America, now dealer-hopping from coast to coast, carrying its folded background display on the roof and in the trunk. Makes a great impression on the road and in the dealer's showroom.

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MUCH of session theory is conveyed in diagrams to help class absorb complex ideas. It cuts down on words, too.

Eight tips on group communications noted at executive methods seminar. Shared experience is best way to make ideas stick.



## What You Can Learn from the Experts

AN ELECTRIC light bulb hurls across the room, rams against the wall and harmlessly bounces off. (It's plastic.) A man starts to recite the squares of numbers while he is being tapped on the head with a book. A few minutes later, 12 men in the same room

are each huddled over in deep concentration. They're trying to "organize" two small plastic shapes. Still later, an apple is carried before each man while he attempts to state a fact about this object (tie apple).

Psycho ward in a local hospital?

PUZZLE shows exec a problem can be solved through trial and error, but it will not help him understand the basic principle.

DIFFERENT size cans are equal weight, but many execs think the smaller is heavier due to the psychological impact. Larger can seems lighter because its size influences judgment.

You might imagine it from these glimpses of activity, but how wrong you'd be.

These episodes are a few out of many experiments and experiences of 12 business executives at a three-day seminar in executive methods. Rela-

HOW many facts can you state about this apple? To the surprise of many, numerous determinable facts were listed by group with encouragement.



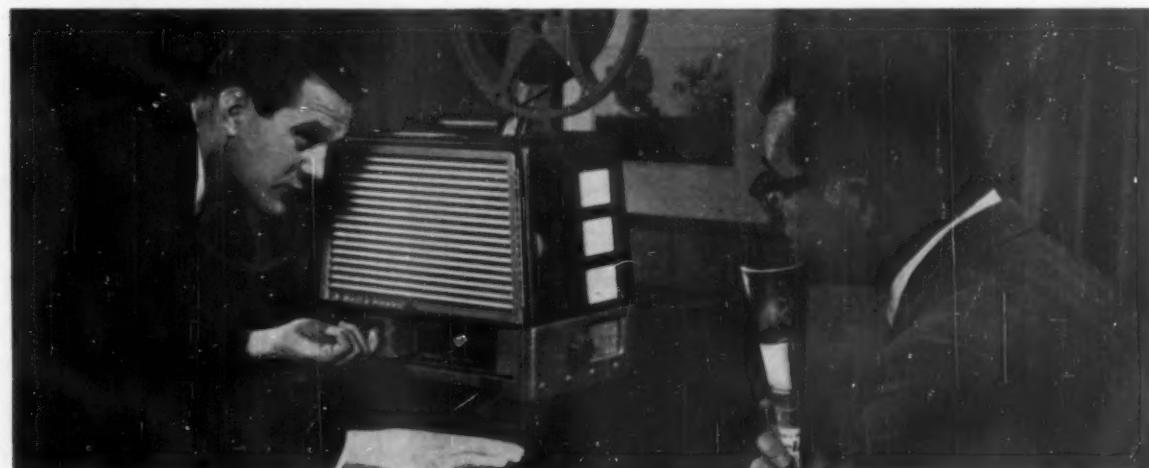
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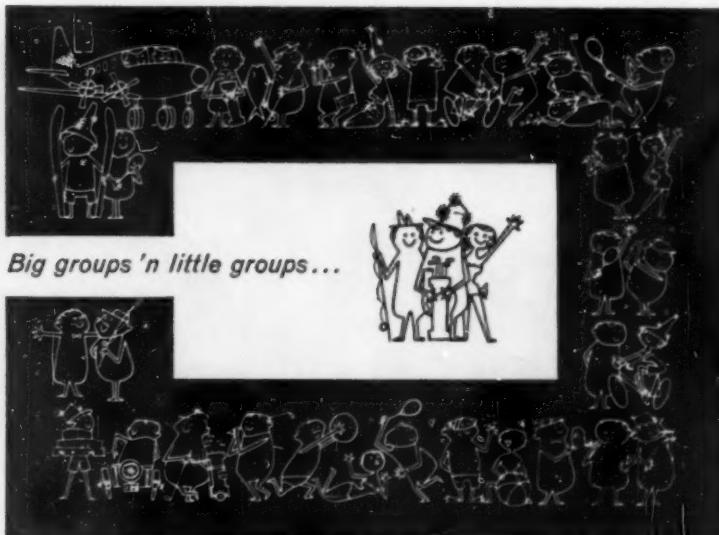
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LOS ANGELES, 1341 Biltmore Hotel  
TORONTO, 707 Victory Bldg.

tion between these episodes and high-level management thinking may appear to be remote, but each one had a deep meaning -- made an important point in how we think, organize our work and communicate.

On the 28th floor of a building in Mid-Manhattan, 12 executives sat down one Wednesday morning and introduced themselves to each other. This was official start of one of many seminars conducted by Management Development Associates throughout the year. It is soon after the introduction of seminar attendees and faculty that the plastic light bulb goes sailing across the room. It is hurled by Edward Walther who heads Management Development Associates and introduces assembled executives to the first of many important concepts via a simple stunt or trick.

### Introductions Take Time

It takes 45 minutes for the 12 men to introduce themselves. They explain for whom they work, what they do, where they went to school and how they arrived at their present positions. So much time devoted to just introductions may seem like an inordinate waste of executive time, but it is valuable and necessary. Since these strangers must work together and share new experiences and opinions, it is important that they have understanding of each other's background and experience.

From this high-level seminar staged by management development consultants, what can the average meeting planner learn that can be applied to his store of techniques? Here are eight principles you might apply to your meeting plans:

**1. Use diagrams:** Most complex ideas can be explained and retained when a diagram is developed on a pad or chalk board. Meeting attendees can recall diagram symbols long after they have forgotten words. Diagrams are in fourth place among the nine ways to get ideas across. (Written language is in ninth place.)

**2. Share experience:** First place in methods to get ideas across effectively is to do something together. Hence, this executive methods seminar was loaded with group participation experiments. You remember something you have experienced your read or heard, self long after anything you have

**3. Ask questions:** Speaker who continually asks questions of the group or of individuals brings his

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points into sharp focus. He gets constant feedback on whether his ideas are getting across. He learns areas of strength and weakness in the group's knowledge and experience.

**4. Take time:** If a concept or new idea is worth discussing, it is worth time to dwell on it. More complex the idea, more time you should devote to its development in group discussion. To rush through new concepts, plans or procedures you challenge even the most facile mind to retain anything.

**5. Use surprise:** You make strong impression on your audience with a complete departure from what went before. Pull an apple out of a paper bag, throw a light bulb across the room, toss a gadget to a member of the audience — these surprise actions become part of experience for the group and the points involved stick in the mind.

**6. Test often:** Short written, oral and visual tests are experiences that prove points and make for easy recall. They prove to your attendees how little or how much they know about a subject or concept. They offer first-hand evidence of the accuracy of what you say.

**7. Demonstrate:** Next to experience — working together — demonstration is the best way to get an idea across. (Your brain can receive 10 times as much information from your eyes — per second — as from your ears.)

**8. Prompt note taking:** Diagrams should be transcribed in notes for they save voluminous word writing. Ideas rather than exact words should go into notes of meeting attendees. By transcribing key words to describe a concept, a man at a meeting gets a bit more "experience" with the idea.

### Two-Way Communication

What were some of the experiments used to prove ideas at this conference? One dealt with two-way communications. An executive from the audience was invited up to the front of the room where a flip chart stood. He was told to describe what was on the back of the flip chart to the assembled executives. As he told what he saw (six rectangles in different positions on the paper), those in the audience were to draw what he described.

This experiment was timed. After the position of all oblong shapes were explained, a second set was described to the audience. However, this time

### It Happened to Them

THESE ARE THE MEN who attended the Executive Methods Seminar described in the article:

Henry Stark, president, Rexford Paper Co., Milwaukee; George Lofgren, central standards coordinator, American Cyanamid, New York City; Clarence Rivers, president, Polyfoto, Inc., Bridgeport, Conn.; John Bohlman, manager, national accounts, Cleaver-Brooks, Inc., New York City; Walter Brunauer, assistant to director of marketing, Lily-Tulip Cup Co., New York City.

James M. Allen, management training supervisor, American Telephone & Telegraph Co., New York City; Anthony Jevarjan, training manager, Royal McBee Corp., Port Chester, N. Y.; Jules Singer, marketing consultant, New York City; John Collins, secretary, General Semantics Society, New York City; Robert Letwin, editor, Sales Meetings, Philadelphia; Daniel F. Sullivan, assistant controller, Lightolier, Inc., Jersey City, N. J.; Bart Sheridan, executive editor, McCall's Magazine, New York City.

members of the audience could ask questions to help them understand exactly how the rectangles were placed.

Experiment showed that it took about three times as long to complete description of the position of rectangles when the audience could ask questions. However, more than twice as many executives in the audience got all their rectangles in the right place and everyone did better (got more right) when questions could be asked. Thus, it was evident that it takes longer for two-way communications, but accuracy is improved and certainly worth the extra time.

Many perceptual experiments were run to show how your past experience could lead you astray. Your eyes—even your sense of touch—are so used to certain stimuli that you assume old conclusions when new things are experienced. For instance, a trapezoidal window is revolved in front of the group. Because everyone is thoroughly familiar with windows all his life and windows are generally rectangular or square, executives at the work-

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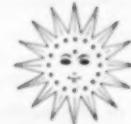
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shop did not see the trapezoidal window revolve. To them, it appeared to be a rectangular window swinging back and forth. Their past experience with windows blinded them from seeing what was actually taking place. This analogy, of course, leads executives to consider "blinding" experience in their business procedures.

#### Group Reaction

How do people in groups react to their fellow members who have different titles or stations in life? Executives at this seminar found out through experiment. This is the way it worked:

Two men were sent out of the room. About five executives sat around in a circle and two chairs—on opposite ends of the circle—were left vacant. Two other men sat on the sidelines as observers.

The group was told that it was composed of department heads in a company that was plagued by a high accident rate among its less skilled employees. This group of department heads had to find a solution. After they discussed the situation for a short time, they were advised that they would be joined by two more men to help solve the problem. One man would be president of the company. Second man would be a foreman who had long experience in the plant.

The two men who were out of the room were then brought in and told to join the discussion. Unknown to the newcomers, the group had been advised that the man who sat in one empty chair was company president, and the man who took the empty chair at the opposite side of the circle was just a foreman.

Discussion then continued. What happened then was that conversation tended to flow toward the man who was known to the group to be president. The man who sat in the foreman's seat was given short shrift during discussions.

After about 10 minutes, this experiment was halted. The man who sat in the foreman's chair was asked how he felt about the progress of the discussion. "I don't feel we're getting anywhere," he said. "We're just going around in circles." The man who sat in the president's chair was asked how he felt about the discussion. "I feel as though we're just about to come to a solution of the problem," he said.

This kind of reaction is typical, assembled executives learned. Man who is low man on the totem pole usually gets frozen out of discussions and feels little is being accomplished.



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High man has all deference paid to him and is quite optimistic that this fine group is on the right track.

Experiment allowed executives to experience this phenomenon of group behavior so that it could be analyzed. The two observers could give group members insight into how they acted toward each other (usually unknown to themselves in the heat of discussion).

What this experiment shows is that a group will tend to pander to a title to the detriment of a group if a low-titled man has good ideas. He won't get the same kind of hearing as his

superiors. Thus, it was a warning to make sure that titles and positions don't destroy group efficiency and that some counter measures be taken.

Three days of rapid fire ideas and experiments kept the seminar attendees busy, although there were midmorning and midafternoon breaks. Recorded music was played before sessions and during breaks. For small group activity, tables and chairs were shifted by attendees to form new groups.

► To discover how much of our activities are influenced and con-

trolled by assumptions—some correct, but many without basis of fact—the seminar included a problem-solving situation. A group of five attendees sat around a table. Each selected a title (production engineer, personnel director, plant manager, industrial engineer, director of research and development) and a point of view on whether time clocks should be eliminated for production employees. As these role players debated the issue of time clocks, remaining executives in the audience noted what assumptions were being expressed. Each role player was observed by a different man in the audience (who was assigned). After about 10 minutes of discussion, a halt was called and the audience asked for the assumptions noted.

#### List Assumptions

The list was long and enlightening. It indicated where assumptions taken as fact could have produced invalid results (which could be costly in industry). This experience alerted those in attendance to the dangers of assuming things are so without probing further.

One exercise in communications

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## SHERATON - GIBSON HOTEL

tried at the seminar is called "In Basket." Its originator, James M. Allen, management training supervisor, American Telephone & Telegraph Co., was one of the attendees at this seminar. (He confessed that while he invented this experiment, he had never been a participant before.)

► "In Basket" works this way: A stack of papers is placed before each executive. First sheet contains directions. From this sheet, seminar attendees learn that they are "Mike Marlow," general foreman, assembly operations, "Ajax Division of General Products Corp." As Mike Marlow, each man has about 20 minutes to go through his stack of mail, notes and memos before rushing off for a plane. On the back of each piece of correspondence there is space to write what action should be taken with regard to the letter or memo, and beneath is space to write why this action should be taken. In all, there are 20 pieces to be read and acted upon.

To make this experiment tougher, Mike Marlow has no use of a secretary (who is on vacation). Correspondence includes everything from a customer's letter to express dissatisfaction with product quality to inter-

office memos on a plant picnic and open house.

After each man completes work on his "in basket," small groups discuss the material to determine which of the 20 pieces are most important and should have priority. They discover in their discussions the mistakes they have made in not creating a personal priority when going through the "in basket" — to set aside unimportant material to be able to devote more time to vital matters.

Aware that concepts and new ideas in heavy doses could get mangled and lost, Management Development

Associates' seminar leaders — Ed Walther and Hugh Cylenhaa, diagrammed as much of the material as possible. Sessions were followed by handouts of reading material and a bibliography.

After three days of lofty contemplation, conferees returned home to apply some of the ideas. Certainly each man had a new perspective from which to view his own behavior. There was some incentive to his working with the new ideas because each man suspects he will be asked about it when he returns for a followup meeting six weeks hence. ♦



## BUSINESS MEETINGS

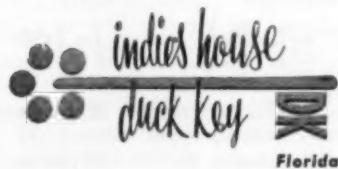
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Winter Scene at Waikiki

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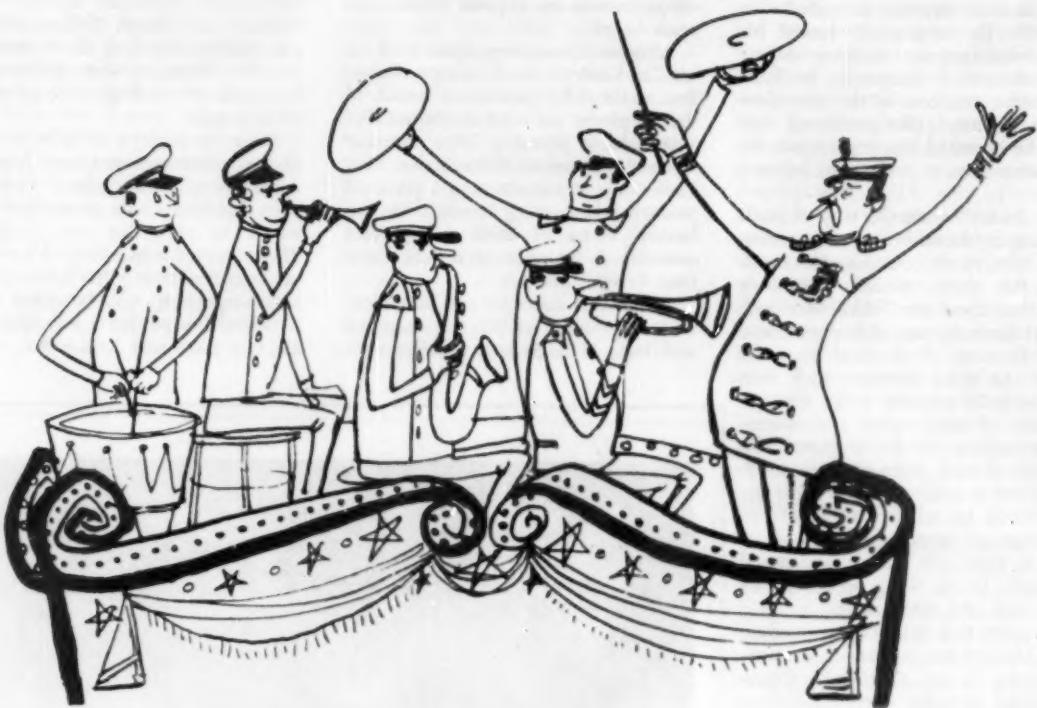
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# Hawaii

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## You Can't Play 'Special Events' by Ear

IF THE WORDS "special event" cause an involuntary shudder when they are aimed in your direction, there is a device to help ease your burden. Be the event a groundbreaking, plant opening or inspection, dedication, sales clinic, convention, meeting of stockholders, parade, fair or civic celebration and whether you work for a manufacturing firm, an association, university or social society, here's first aid.

Key word in any such endeavor is **organization**, careful advance planning that will produce order out of anticipated chaos, and ease tensions where hundreds of seemingly minor items threaten a mountain

of difficulties.

In the master check list which follows, we have tried to include every possible and reasonable item. You no doubt, will find some one thing missing (perhaps there should be a "check list" for check lists) and you will realize also that all items do not necessarily pertain in every situation.

Nevertheless, this is a framework upon which to build a special events plan, a framework that is both flexible and condensable. Try it the next time you start to plan an event—let it be your road map to success in special events.

## Master Check List for Special Events

### Date, Time, Location

#### DATE

1. Date set far enough ahead.
2. Date selected most suitable for community and installation.
3. Date not in conflict with other local events.

4. Important guests will be available this date.

5. Date checked for possible tie-in with historical event.

#### TIME

1. Time set for starting and ending event.

#### LOCATION

1. Locations selected for exhibits at installation and in community.
2. Minimum number of restricted areas involved.
3. Location will be well-policed.

**It takes a big check list to master details that make events special to your publics and press. Key to success is organization. Secret of organization function is complete list of jobs.**

## Publicity

### PRESS

1. Personal invitations issued to press.
2. Special invitations issued to newspapers "brass" in addition to press.
3. "Teaser" releases prepared for advance distribution.
4. Release dates determined.
5. Number of newsmen attending determined.
6. Handouts and/or press kits prepared (including stock photographs).
7. Location of press center determined.
8. Press center facilities prepared, including:

Typewriters  
Paper, carbon paper and envelopes  
Pencils, sharpener and ink  
Tables  
Telephones and telephone books  
Wastebaskets  
Chairs  
Dictionaries  
Clothes rack  
Maps  
Clock  
Weather map (if needed)  
Name cards for reporters' desks (if appropriate)  
Blackboard  
Telegraph facilities  
Ashtrays  
Water cooler and paper cups  
Coffee urn and cups  
Good lighting and extra bulbs  
Adequate heating or cooling  
Restrooms nearby

9. Personnel assigned to clean press center.
10. Personnel assigned as assistants to reporters and photographers.
11. Schedule of meals and location of eating places prepared.
12. Communications department advised of need for adequate telegraph facilities.
13. Special press box provided for observing feature events.
14. Transportation for correspondents available.

15. Parking spaces reserved for the press.
16. Passes and identification tags prepared.
17. Material prepared and personnel obtained for press briefing.
18. Invitations to briefing extended to VIP's, as appropriate, prior to day of event.
19. Programs delivered to press
20. Additional programs and press kits available for distribution on arrival of newsmen.

### PHOTOGRAPHY (Press, Newsreel)

1. Press photographers and cameramen consulted to determine special needs.
2. Laboratory facilities available for visiting photographers and cameramen.
3. Escorts for photographers designated.
4. Special transportation for photographers and other equipment available.
5. Special briefing arranged on pictorial possibilities.
6. Indoor facilities available for formal photographs of VIP's, if appropriate.
7. Company photographers well-briefed and official coverage planned.
8. Photo laboratory alerted to requirements for printing and developing official photographs.
9. Distribution list for official photographs prepared.

### RADIO-TELEVISION

1. Stations consulted to ascertain coverage.
2. Times set for airing and/or recording.
3. Clearance obtained for broadcasts on national hookups, if appropriate.

4. Radio-television booth for event prepared similar to press center, plus:
  - Background interference minimized.
  - Wiring checked by communications personnel.
  - Sufficient power outlets provided.
  - Replacement parts for equipment on hand.
5. Special room selected for broadcasting when crowd noise undesirable.
6. Tape recorder available.
7. Company technicians assigned as assistants.
8. Advance radio-television announcements coordinated with news releases.
9. Spot announcements and flash cards distributed to stations.
10. Radio-television editors of local newspapers informed of special broadcasts.
11. Arrangements made for:
  - On-the-spot broadcasts of main attractions.
  - Interviews with VIP's.
  - Working special event into some network show.
12. Filler material available.
13. Information briefing in radio-television room planned.
14. Announcer asked to check facilities beforehand.
15. Announcer briefed on procedure in event of accident.
16. Completed scripts approved.

### ADVERTISING, PROMOTION

1. Sufficient funds allocated for advertising purposes.
2. Announcements prepared for distribution to civic and fraternal groups.
3. Cooperation of local merchants enlisted, including:
  - Space for window advertisements.
  - Placement of paid advertisements in newspapers.
4. Congratulatory messages obtained from interested civic organizations.
5. Editors of appropriate trade and business journals contacted.

By DANIEL J. SCHERER  
Manager, Public Information, Atomic Industrial Forum



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- Convention hall conference facilities for 3,255
- 10 other conference rooms for 1,085
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Last year 197 meetings were held here with an attendance exceeding 94,250. Many of these groups have selected San Antonio consistently year-after-year.

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ENTERTAINMENT that is distinctively different can be staged indoors or at one of San Antonio's outdoor theatres.

Out of San Antonio's rich historical heritage is pleasantly

blended a modern dynamic city of over half a million. Everywhere are interesting things to see and do—added attractions that will build added attendance for any meeting. The famed Alamo; Mission San Jose, a National historic site and three other ancient missions—the charm of restored La Villita and the Spanish Governors' Palace—air might displayed at Randolph, Kelly, Brooks and Lackland Air Force Bases—beautiful parks and plazas—interesting old homes and unusual museums.

Side trips can be planned to nearby dude ranches, or to old Mexico.

Trained personnel will work with you to make your meeting an outstanding success regardless of its size. Get the facts today.

### San Antonio

WHERE LIFE IS DIFFERENT



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6. Special devices prepared, including:
  - Posters and placards
  - Leaflets to be dropped by aircraft (if practicable and permissible)
  - Banners for main streets
  - Car-bumper signs
  - Decals
7. Hotel lobby exhibits and window displays prepared.
8. Movie advertising footage prepared.
9. Material prepared for continuous promotion in local house organ and daily bulletins prior to and during event.
10. Publicity stunts arranged; e.g., sound trucks and mobile displays, skywriting.
11. Thank-you letters prepared for mailing to all who assisted.

#### VIP's, GUESTS

1. Prospective guest list prepared well in advance, including following as potentials:
  - Governor of state
  - Mayor of community
  - President of chamber of commerce
  - Heads of other civic organizations; e.g., American Legion, VFW, service clubs (Rotary, Kiwanis, Lions)
  - Heads of fraternal organizations (Elks, Moose, Eagles)
  - Heads of women's organizations
  - Heads of other organizations as appropriate to occasion
  - Executives of local newspapers and radio stations
  - Labor union officials
  - Leading industrialists and professional personnel as appropriate to occasion.
  - Military officials from nearby bases
2. Guest list checked with company officials.
3. Invitations to guests mailed well in advance of event.
4. List of acceptances and regrets prepared.
5. Special boxes for viewing event planned.
6. Transportation arranged.
7. Food and housing facilities arranged.
8. Welcoming committee and escorts selected and briefed.
9. Plans made to have top-ranking official meet VIP's after arrival.

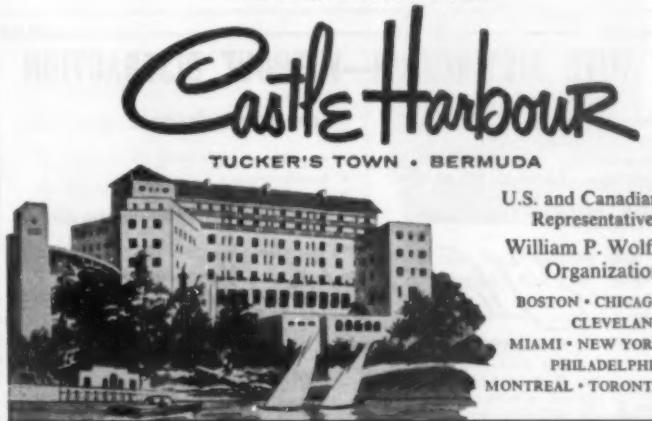


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(that valued treasures are not great in magnitude, but dazzling in treatment)

*Dior discovered it...*  
(that wonderful creations are individual, not mass produced)

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that the best-conceived conventions are individually planned, specifically tailored for the demanding but discerning group... where a unique attention to detail and finesse will be most appreciated by each and every delegate...

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Managing Director

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equipment elevator • Indoor Olympic-size  
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10. Material prepared for briefing of VIP's.
11. Advance publicity on VIP's prepared for distribution to newspapers, radio and television.
12. Arrangements made for press interviews of VIP's.
13. Special refreshment facilities prepared for VIP's.

## Program

### SPEECHES

1. Time available for speeches determined.
2. List of speakers prepared.
3. Length of individual speeches determined.
4. Proposed speakers contacted and briefed on event.
5. Alternate speakers selected.
6. Advance copies of speeches procured and checked for length and appropriateness to occasion.
7. Sufficient copies of each speech prepared to meet all needs, including:
  - Advance copies for distribution to press, radio and television.
  - Copies for master of ceremony.
  - Copies for other speakers to prevent duplication.
8. Appropriate persons selected to introduce speakers.
9. Arrangements made for broadcasting of speeches (if appropriate).
10. Speakers' stand erected, after consideration of the following:
  - Location adjacent to main attractions of event.
  - Sufficient room provided for speakers and honored guests.
  - Location does not force audience to stare into sun.
11. Arrangements made for installation of microphones and loudspeaker system.
12. Loudspeaker repairman provided.
13. Decoration of platform completed.
14. Water and glasses available on speakers stand.

### PARADE

1. Number of participating units determined and individuals in-

formed, including the following (as appropriate):

Heads of military units  
Commanders of veterans' organizations  
Chamber of commerce (floats, etc.)  
Schools (bands and drill teams)  
Community organizations, such as Boy Scouts, Civil Air Patrol, Civil Defense, Fire Department

2. Parade marshal selected.
3. Route selected and checked with city authorities, if necessary.
4. Appropriate assembly point selected.
5. Location of reviewing stand determined.
6. Cooperation of local police obtained, if appropriate.
7. Arrangements made for police to be posted at intersections and turns.
8. Order of units in parade determined.
9. Schedule for parade prepared, including times for assembly, commencement and passing reviewing stand.
10. Practice schedule prepared.
11. Reviewing stand prepared, including:
  - Public address system
  - Decorations
  - Chairs
12. Parade announcer selected and briefed.
13. Award ceremonies planned, as appropriate, including:
  - Selection of appropriate individuals to make awards.
  - Special attention to families of recipients of awards.
14. Seniority of VIP's determined.
15. Area roped off.

### BAND

1. Availability of band determined.
2. Leader fully briefed.
3. Schedule prepared.
4. Music selected.
5. Uniforms determined.
6. Arrangements made for necessary props, such as music stands and lights.
7. Arrangements made for public address system if necessary.
8. Transportation for members and instruments arranged.

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air conditioned lift from  
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Willard M. Rutzen, Managing Director

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SCOTT J. STEWART, Managing Director

Hotel Claridge  
MEMPHIS

HOME OF THE FAMOUS  
BELL TAVERN

## ENTERTAINMENT

1. Funds available determined.
2. Type of entertainment determined.
3. Space selected and reserved.
4. For theatrical show, preparations completed, including:
  - Program determined.
  - Master of ceremony and announcers selected.
  - Passes for guests and/or entertainers prepared.
  - Tickets arrangements made, if appropriate.
  - Lighting facilities and acoustics checked.
  - Seating arrangements made.
  - Ushers selected and briefed.
  - Signs installed for entrance, exits, washroom (if appropriate).
  - Public address system prepared.
- If stage show:
  - Talent obtained (local and/or outside).
  - Facilities for entertainers arranged (transportation, housing, food).
  - Possibility of local broadcast checked.
- If motion or still picture show:
  - Suitable films and/or slides selected.
  - Projectors, screen and projectionists obtained.
  - If silent films or slides, narrator obtained.
  - Supplementary fact sheets or press kits prepared for use with special films.
5. For reception, cocktail party, luncheon or dinner, preparations completed; including:
  - Guest list prepared and approved.
  - Invitations issued.
  - Participants briefed on VIP's.
  - Adequate food and beverages assured.
  - Waiters provided.
  - Seating arrangement determined, if appropriate.
  - Entertainers and music obtained, if appropriate.

## FINAL ARRANGEMENTS

1. Schedule distributed to all interested and participating offices.
2. Dress rehearsal held sufficiently in advance, if appropriate.

3. Reporters and photographers invited to witness rehearsal, if practicable.
4. Measures taken to correct errors noted during rehearsal.
5. Printed programs prepared for distribution to visitors at gate and/or parking lots (if appropriate).

## Supporting Services

1. Housing and feeding responsible staff members fully briefed on requirements.
2. Housing and feeding provisions included in advance information given to VIP's, press and television.
3. Hotel reservations, if necessary, made in advance.
4. Clothes pressing and shoe shine services provided, if appropriate.

## TRANSPORTATION

1. Transportation section fully briefed on requirements.
2. Capable drivers properly briefed and dressed.
3. Cars assigned to visitors clearly marked for identification.
4. Commercial train, bus and airline schedules available.
5. Special buses provided for school children and other organized groups, where appropriate.
6. Information on transportation and routes to site provided in release to press.
7. VIP's and special visitors assisted in obtaining return reservations.
8. Standby vehicles available to handle emergency transportation problems.
9. Commercial transportation agencies advised of need for extra facilities on day of event, if appropriate.

## TRAFFIC, PARKING

1. Coordination effected with public works, city and state police.
2. Routes well marked and arrangements made for direction of traffic.



**"We're meeting in PRINCETON again this year... and it has the Nassau Inn"**

**T**HAT's the consensus of a growing number of conference, in groups of 10 to 200, who have had meetings at the Nassau Inn. And for good reason, too. All facilities and services for meetings are, in a word, ideal.

In the words of one planner, "We especially were pleased with the meeting-room facilities . . . and with the private dining rooms you made available to us. The food and service was of the highest quality. This was our first visit to the Nassau Inn . . . I can assure you that it will not be our last."

Write or phone now for your free copy of our Conference Check List (a most helpful document in any event) and complete information on meeting and banquet facilities. Contact George Washko, Manager: WALnut 1-7500.

**NASSAU**  
**INN**  
**ON PALMER SQUARE**  
**PRINCETON, N.J.**

FOR SALES MEETINGS—CONVENTIONS—INCENTIVE TRIPS



Private 18 hole Championship Golf Course right on the grounds . . . the fabulous new Sapphire Pool—a comfortable 80° always . . . dancing and entertainment nightly. Beautifully situated on the Great Sound, across from Hamilton. Accommodations for up to 225 guests with meeting rooms for 450 persons.

**THE BELMONT MANOR GOLF AND COUNTRY CLUB, WARWICK, BERMUDA**

Represented by Leonard Hicks Jr. & Associates

New York • Miami • Chicago • Washington • Atlanta • Detroit • Toronto

Meet with Success  
at the

**HOTEL UTAH  
and  
MOTOR LODGE**

*Convention Host at the  
CROSSROADS OF THE WEST*

Salt Lake City, Utah

- Outstanding facilities
- Heart of the city location
- Public rooms of various sizes to accommodate 14 to 500
- Magnificent auditorium seating 1500
- Spacious exhibit hall
- Air conditioned

*May we tell you more?  
Phone or write for free brochure.*

Max Dean, Manager

DAVIS 8-9114 • Salt Lake City, Utah

*You'll  
get  
more  
done...*



*and  
still  
have  
fun!*

**IN**  
**Tampa**  
HILLSBOROUGH COUNTY, FLORIDA

"Let's get down to business!" That's the kind of atmosphere that builds better attendance at your important meetings and the kind Tampa provides. Of course, when it's time for play, there's plenty of diversified entertainment.

The important thing is that Tampa blends the two ingredients of business and pleasure in a proportion that assures a successful meeting in every way.

Tampa can supply the facilities, accommodations and services for 25 or 2500 delegates. For details, write Convention Department, Greater Tampa Chamber of Commerce, Room C, Chamber Building.

**If you really mean business . . .  
MEET IN TAMPA!**

**We Have The *RIGHT CLIMATE*  
For *MONEY MAKING!***

Faint sun ne'er won fair conventioneers! At The Nassau Beach Hotel, the outlook for groups is positively brilliant: blue skies, sunny beach, cool waters. A sportin' life!

Indoors, our public and banquet halls, air conditioned and fully equipped, comfortably accommodate 400 delegates at a sitting. Expert cuisine, native shows, entertainment.

CONCLUSION: A steady all-year flow of sunny dispositioned groups.

Robert M. Souers, Managing Director

*Represented by UTELL INTERNATIONAL*  
New York: Essex House, Plaza 7-5436  
Boston • Chicago • Dallas • Miami • Philadelphia  
Montreal • Toronto



THE **Nassau Beach** HOTEL  
NASSAU, BAHAMAS

3. Signs installed for direction of visitors to parking areas.
4. Adequate parking areas located as conveniently as possible.
5. Area oiled to settle dust, and lanes marked to insure uniform parking.
6. Special parking areas set aside for VIP's, press, radio and television.
7. Telephone connections installed between parking lot and press center, major exhibits, PA system control points, etc.
8. Parking area illuminated for night-time use, if necessary.
9. Parking provisions included in information distributed to radio and press.
10. "No Parking" signs erected, where necessary.

#### PLANT FACILITIES

1. Plant staff briefed on requirements.
2. Entrances checked for appearance.
3. Plant staff consulted in regard to:
  - Special construction requirements.
  - Electrical outlets for special equipment.
  - Plumbing facilities for exhibits, where necessary.
  - Restroom facilities for crowd.
  - Adequate number of waste containers.
  - Installation of additional power lines, if necessary.
  - Maintenance and repair requirements during event.
  - Teardowns at end of event.
  - Wrecker to stand by for auto accidents.

#### FIRE, SAFETY

1. Fire chief fully briefed as to scope of event.
2. Adequate fire alarms and boxes in working order and easily identified.
3. Platforms and bleachers constructed sturdily.
4. Proper precautions taken in case of special demonstrations, such as chemical.
5. Ground rules and safety precaution signs checked for location and appearance.

#### MEDICAL

1. Medical staff informed of scope of event.
2. First-aid tents erected for large crowds.

#### REFRESHMENT STANDS, CONCESSIONS

1. Decision made on handling refreshment stands and concessions.
2. Mobile canteens considered, if appropriate.
3. Location of stands and concessions determined.
4. List of items to be sold and price list checked.
5. Waste receptacles placed convenient to stands and concessions.

#### Postponement or Cancellation Plan

1. Alternate date selected if event can be postponed.
2. Plans made for postponement or cancellation, including:
  - Notification of all VIP's and other participants.
  - Arrangements with radio, television and press to inform public.
  - Signs for posting at gates and other prominent spots.
3. Appropriate individual designated to make decision for postponement or cancellation.
4. Deadline set beyond which postponement or cancellation impracticable except in extreme emergency.
5. If weather interferes, substitutes for outdoor program prepared, such as films, talks and indoor demonstrations.

#### Miscellaneous

1. Appropriate individual selected and fully briefed to take over in event project officer unavailable.
2. Final review prepared after event, including:
  - Summary of press reaction.
  - Comments by VIP's.
  - Particularly successful ideas and/or devices worth repeating.
  - Pitfalls and recommended corrections. ♦

For a Carefree Convention, meet at the

**HOTEL**  
*Carillon*



MIAMI BEACH'S newest, most luxurious resort hotel  
100% AIR CONDITIONED

Full-time staff of convention experts to serve you! Whether your group is large or small, The Carillon Hotel offers complete cooperation down to the smallest detail — to assure you a smooth, successful meeting!

#### ★ CONVENTION FACILITIES INCLUDE:

- \* 9 meeting rooms — 75 to 1500 people
- \* 16 conference rooms — 10 to 50 people
- \* 8 dining areas — 40 to 1,000 people
- \* Hotel night club — theatrical stage and lighting
- \* Exhibit area — 18,000 sq. ft.
- \* Booth area — 116 booths (8'x10')
- \* Complete equipment, technical help

#### ★ GUEST FACILITIES INCLUDE:

- \* 620 luxurious rooms with private bath and 21" TV and radio
- \* 1000 ft. of private ocean beach
- \* Olympic size swimming pool — cabanas
- \* Parking on premises — 620 cars
- \* Lavish entertainment nightly in Le Can Can Supper Club
- \* Tambourine Cocktail Lounge

WRITE TODAY for colorful convention kit outlining full details.

HARRY SNOW,  
Director of Sales

**THE**  
*Carillon*  
HOTEL

OCEANFRONT, 68th TO 69th STREETS  
MIAMI BEACH 41, FLORIDA



SHOWCASES display scaled models of U.S. patented inventions, years ago. Center exhibit is an antique car.



AIR supported structure houses "Antique Americana," a nationwide shopping center exhibit sponsored by Four Roses Distillers Co.

## Watch This Exhibit Trend

WITH PRESENT GROWTH of shopping centers creating a complex of 4,000 centers across the country, merchant associations are taking a closer look at promotional opportunities.

Most larger shopping centers have approved budgets in excess of \$100,000 for advertising and promotion. However, promotions cannot take on the form of direct sales lines but must approach a happy institutional medium for all stores.

Manufacturers have been eyeing the vast potential of the shopping center market, where centers such as Cross County in Yonkers, N. Y., and Northland in Detroit, Mich., cater to as many as 250,000 persons in one day during Christmas sales and ordinarily enjoy more than 200,000 shoppers per week.

Ford Motor Co. has become a staple in the shopping center promotional area with a number of shows each year. Seagram's, Chevrolet, Pan American, and many more have been touring exhibits to selected regional centers. National Advertising Company has even developed a program to sell space on parking lot poles within the centers. Redbook Magazine has been effectively exploiting across-the-boards merchandising for its advertisers through its highly-suc-

**Consumer goods get promotional push via exhibits on shopping center grounds. With high traffic and assured attendance, more manufacturers are taking shows on the road. Shopping centers like the idea, too. Regular show routes now being established.**



CABANA-like booths house showcases of exhibits on shopping malls.

FAMOUS LAST WORDS No. (13)

## "WE OUGHTA HAVE A MOBILE SHOWROOM"



### ...YOU SURE "OUGHTA"

There's a limit to what a salesman can do personally in carrying an extensive merchandising program to the trade. That's why more and more companies are putting their "sell" on wheels—in the form of traveling showrooms which give their salesmen much better control of a sales presentation.

Armstrong Cork Company, for example, recently commissioned GRS&W to design and build interiors for 22 traveling showrooms. Right now, these mobile display units are touring the country bringing Armstrong's outstanding merchandising program directly to the doorsteps of 20,000 retail dealers. By having all the sales and

merchandising aids, presentation equipment and actual products all in one central location, the salesmen are able to deliver the sales message in a much more efficient and convincing manner.

GRS&W has constructed many mobile showrooms for clients with vastly dissimilar products and objectives. We'll be glad to discuss how this important medium can fit into your sales promotion program.

*Send for interesting case history stories on "Traveling Showrooms."*



**GRS & W** exhibits and displays

5875 CENTRE AVENUE, PITTSBURGH 6, PENNSYLVANIA

cessful "Easy Living" program within the centers.

International Council of Shopping Centers, with a roster of over 700 shopping centers, has been endeavoring to promote such promotional activities within the entire field of shopping centers. At one time it even supported a "Howdy Doody" promotion in conjunction with NBC.

A leader on the agency level in promoting major activities in shopping centers is Don Gerald Associates, Inc., New York City public relations and promotions agency, and member

of International Council of Shopping Centers.

Don Gerald began its existence at the same time shopping centers were first sprouting across the country some five years ago. The agency represented trade and consumer shows at New York's Coliseum and was approached by a client, management of International Home Show, to help promote shopping centers with which it was involved.

Its first shopping center promotional tour was an airhouse exhibit, supported by such manufacturers as

U. S. Rubber, RCA Whirlpool, General Electric, Wellington Sears, and Martex.

After that Don Gerald worked closely with Sales Communications, Inc., division of McCann-Erickson, to develop a shopping center program for a potential auto client.

#### Four Roses Show

This past year, the agency created, produced and toured a special shopping center exhibit-promotion for Four Roses Distillers Company, which was an integral part of the campaign to introduce that company's Antique Kentucky Bourbon on the market.

It has even stepped into development of some marketing programs within shopping centers. Three years ago it approached Kiddieland Corp. of America about placing its coin-operated children's amusement rides within shopping center malls and walks. Kiddieland Company, running a lucrative national operation with Sears Roebuck, Woolworth's, Grand Union, Food Fair and others, agreed to a one year test of the new program. Today, the Don Gerald shopping center program accounts for a significant part of Kiddieland's annual

## the "seat" of your next convention...



Bringing them in from out of town? Solve your transportation problems by putting yourself in the hands of Capital Airlines' Delegate Service.

Not only will Capital whisk your delegates to their destination on a jet-prop Viscount. In addition, a Capital travel expert will help you with ground transportation, hotel accommodations, even entertainment.

How about the cost? Often less than train transportation, and you save up to 80% in time! If you convene in almost any major city of the East, Midwest or South, call Capital...do it now!



A delightful place for any meeting any time of the year...with superb facilities including a complete winter sports program using artificial snow and ice when needed. Write for complete details. (Washington, D. C. office: EX. 3-6481).

**THE  
HOMESTEAD**  
HOT SPRINGS, Virginia

volume and extends to over 200 shopping centers across the country.

Presently, the Don Gerald organization is touring a major exposition to key regional shopping centers. It involves some of the country's leading manufacturers. The exposition is called "Antique Americana" and is displayed in gaily-striped "cafe-type" booths at the high traffic point of the shopping center mall.

Within the booths are display cases that feature the early telephones of Alexander Graham Bell, from A. T. & T., antique hearing aids from Zenith, early American locks from Yale & Towne, Edison Bulb from General Electric, early and modern eyeglasses from Bausch and Lomb, Hallmark Greeting Card Collection, Milton Bradley Company's history of toys and games, Socony-Mobil's old-time oil lamps and advertising, and many more.

The show opened for one week at Mid-Island Plaza Shopping Center, a regional center with 88 stores, in Hicksville, L. I., N. Y. Over 108,000 persons went through the exhibit this first week. Other outstanding shopping centers on the list include: Garden State Plaza, Paramus, N. J.; Cross County, Yonkers, N. Y.; Green Acres,

Valley Stream, L. I.; 7 Corners, in Washington, D. C.

#### More Than 70 Stores

All centers listed are in the regional category and contain no less than 70 stores each. Department stores within the centers are: Macy's, Gimbel's, Gertz, Bamberger's, Woodward & Lothrop, Lane's, and Franklin Simon.

Near future has Don Gerald Associates previewing a national show for one of the country's largest manu-

facturers. This will take place on its newly-formed shopping center circuit in early autumn.

Travel industry will be focal point of another show Don Gerald is to premiere in the New York City area in early autumn. It is called "Travel Fair" and will be produced in conjunction with American Society of Travel Agents.

Advertising agencies that represent individual shopping centers, as Fulweiler & Slaughter, New York City, feel that it is only natural to see this present flurry of merchandising and

## 2 happy words

*Sun  
n  
Sand*

- Two swimming pools-private ocean beach
- World's first man-made deep-sea fishpond
- Modern, new tennis courts
- Five golf courses nearby
- Unexcelled accommodations
- Magnificent cuisine
- In the center of Biloxi's night life.

#### Complete Convention Facilities

**\* Sun-n-Sand \***  
BILOXI

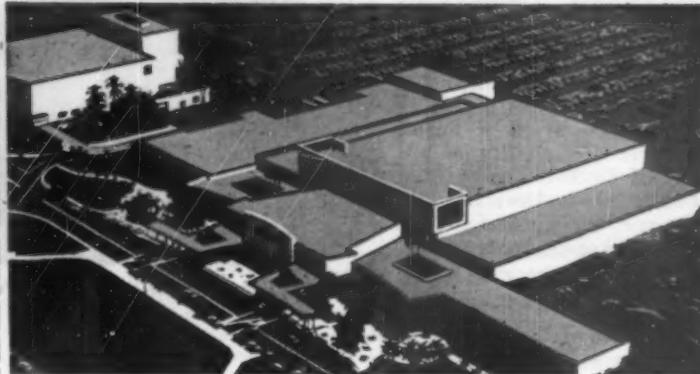
Write, wire or phone

BILL GREEN, GENERAL MANAGER  
P. O. BOX 55, BILOXI, MISS. PHONE ID 2-1551  
TWX 389

PLAN YOUR NEXT CONVENTION AT  
**MIAMI BEACH EXHIBITION HALL**  
and AUDITORIUM



Covering nearly 5 acres • Largest in the South • Completely air conditioned



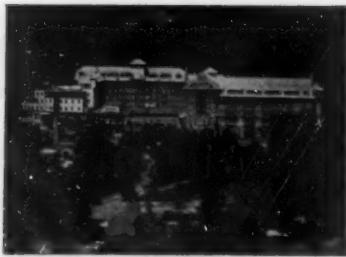
The new Miami Beach Exhibition Hall has an over-all floor area of 200,000 square feet and seats up to 15,000 people at one time

- Centrally located • Close to the world's finest hotels, apartments, restaurants, shopping centers and recreation areas •
- Parking for 3,500 Cars • Expositions • Conventions • Trade Shows • Sales Meetings • Ice Shows • Announcement Showings •
- Automobile Shows • Sports Events



For further information,  
write or wire  
**CLAUDE D. RITTER**  
Auditorium and  
Exhibition Hall Manager  
of

**THOMAS F. SMITH**  
Director Convention Bureau  
1700 WASHINGTON AVENUE  
MIAMI BEACH 39, FLORIDA



## Attraction... but no distraction

Quiet, charming 6,000-acre estate in the scenic Poconos. 3 hours from New York and Philadelphia. A perfect setting for meetings, conferences, sales outings. An outstanding opportunity to combine business with pleasant relaxation.

Check these advantages

### INDOORS

Fine accommodations for 400 • 840 seat Auditorium with Stage • Completely Equipped Meeting Rooms accommodating from 10 to 300 • 3,000 Volume Reference Library • Play Room, Television, Radio and Dancing • Stenographic Services and Teletype.

### OUTDOORS

27-hole championship Golf Course • 20 miles of Riding and Hiking Trails • Swimming in Olympic-size pool • Tennis Club—8 Teniko Clay Courts • Two Lawn Bowling Greens • Winter Sports—Skiing, Skating, Tobogganing.

**EASY TO REACH BY CAR, TRAIN,  
PLANE OR BUS**

**RESERVATIONS NOW  
BEING MADE FOR 1950  
TO 1964.**

For information write or call  
Howard F. Dugan, Inc.  
National Sales Representatives  
230 Park Avenue, New York 17  
MURray Hill 4-0004

or  
Jo Anne Burgess, Convention Secretary

Clifford R. Gillam, General Manager



marketing excitement within the shopping center area, since these markets represent: shoppers from the suburbs, within high income brackets, account for a large proportion of national consumption, own their own homes, own cars, and usually have jobs in "white collar" or managerial positions (N.Y.U. Journal of Retailing Report).

Shopping centers do their part to promote such expositions and events from manufacturers. They support advertising in leading regional media,

provide publicity personnel to service local press, offer facilities within the heart of the center, and follow through on merchandising within individual stores of the center.

Recent estimate of International Council of Shopping Centers predicts 10,000 shopping centers in the U. S. within 10 years. This should have great effect to broaden the concept and approach to present-day marketing patterns. Promotions in shopping centers should see a very active future. ♦



FIRST installment of Hollaender's meeting by mail goes in box to 2,000.

## Small Company Tries Sales Meeting by Mail

**Can't afford to bring 2,000 men who sell product into one place  
so company creates mail campaign with meeting material. Starts  
off with welcoming speeches by executives; ends up with awards.**

FIRST national sales meeting of The Hollaender Mfg. Company is under way with approximately 2,000 salesmen participating—and some of them

will never come within a thousand miles of Cincinnati, home office.

"We're holding our sales meeting by mail," says Earl Stafford, sales

manager for the firm, which manufactures slip-on pipe fittings. "This isn't just a mail sales promotion program; it is set up like an actual sales meeting — from welcoming speech, through sales training, to awards at the end of the meeting. We believe this is a 'first' — certainly it's the first in our industry."

Hollaender fittings are sold widely, since they are installed with a hex wrench, and require no threading or welding. But why has Hollaender taken to the mail instead of holding a conventional sales meeting?

"We aren't a large company, and we couldn't afford a general sales meeting which would include everybody," Stafford says. "Many salesmen, particularly those outside the Midwest, probably couldn't get here anyway. The way we're doing it, everyone has a chance to participate and to win prizes."

Theme of the meeting is: "Imagination makes the difference and the money," and Stafford refers to it as Hollaender's "Imagination Workshop." It started in June and will include approximately 20 mailings from the company. It will last until January.

All mail won't be going in one direction though because salesmen are to fire back ideas on "creating the need and selling the solution" — plus orders for Hollaender fittings. "At least we hope they will," Stafford says.

In his welcoming "speech," Stafford introduced himself:

"Welcome to our Imagination Workshop. I am Earl Stafford, sales manager of Hollaender Manufacturing Company, and I hope in the coming months we'll get to know each other real well. Our ad agency insisted on printing my picture here, so you'd know what I look like until we get a chance to meet.

"We're a small company but we travel far and fast in our company plane. Still, it's impossible to get around and meet all the men with ideas who combine our products with a vivid imagination and build sales for us — making money for themselves along the line. . . .

"We want you to make money. If you do, our sales will continue to climb — then we'll both make money in spite of our government's Department of Taxortion. . . . I salute you as creative salesmen!"

In another mailing, Stafford introduces P. R. Hollaender, president of the firm, who in turn introduces R. P. Hollaender, vice-president. They tell about the history of the company, and wind up by urging salesmen to "keep an eye on the mailbox; we'll be seeing you soon!" ♦

Planning  
a series  
of meetings  
in the  
East? . . .

1 - 2 -  
6 or 12?



## Here's how to plan several, all at one time— using Treadway Inn's Central Plans Service

Field sales meetings . . . distributor or dealer gatherings, service, training or engineering sessions—whatever the meeting need, now you can relieve the strain of making multiple meeting arrangements. All you do is call Treadway Inns' Central Plans Service and outline all your requirements: general locations, accommodations, facilities. Treadway Central Planners do the detailing, present you with one over-all plan for approval . . . one plan for one or several meetings!



One Quick Call  
Puts you in Touch!

Treadway Central Planning Service contacts the Treadway Inns where you want to meet; checks dates for you, meeting rooms, guest room accommodations, equipment, entertainment, menus, costs . . . all the data you need. Saves you time, eliminates calls and correspondence. Makes meeting planning easy!



Call Today

Central Meeting Planning Service

32 Maple Ave.  
WINDSOR, CONN.  
Murdock 8-2333



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and RESORTS



Check These Strategic  
Treadway Meeting Sites

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### VERMONT

Rutland

### CONNECTICUT

Norwalk

### NEW YORK

Batavia (Fall 1960)  
Cooperstown  
Johnstown  
Niagara Falls  
Rochester  
Yonkers

### PENNSYLVANIA

Lebanon (Fall 1960)  
Meadville  
St. Davids (Philadelphia)

### MARYLAND

Annapolis

### DELAWARE

Dover

### FLORIDA

Vero Beach



ROUNDTABLES are used in TV Guide meetings, now that formative stages for policy are behind the company.

## Seminars Beat Big Meetings?

Yes, but! TV Guide's experience points to better meetings for both field men and home-office executives when seminars are used. However, there are four drawbacks to small sessions.

INFORMAL round-table seminars or general group sessions—which are best?

Business men responsible for planning and conducting sales meetings and conferences have strong opinions,

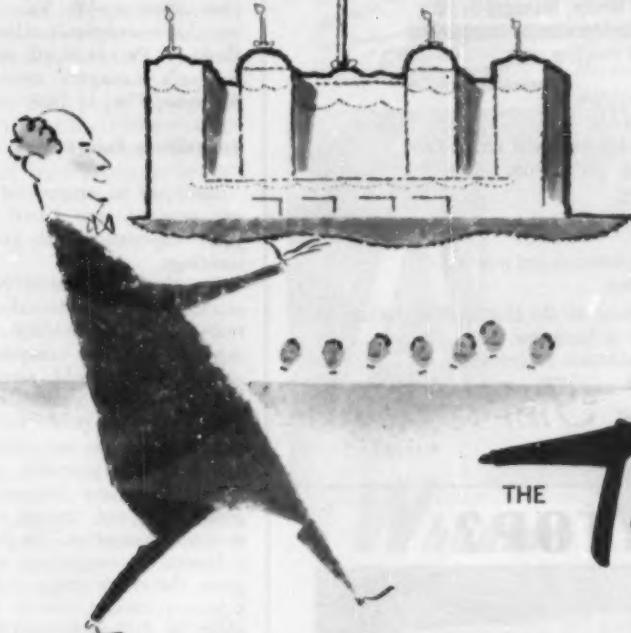
pro and con, on the value of two types of meetings. Executives and field personnel who participate as delegates also are outspoken in their views.

But if you talk with executives of

TV Guide magazine at its headquarters in Radnor, Pa., or in its 31 offices throughout the country, you'll find the majority favor small, informal gatherings to the large general-type meetings.

Response to informal sessions has

"THE RESORT-CONVENTION HOTEL  
OF MANY HAPPY RETURNS!"



All our claims are so much extra icing on the cake. For the proof of the pudding, we proudly point to the many groups who keep coming back happily time after time—for fun and accomplishment.

For full particulars about our matchless meeting and exhibit facilities, write:

Convention Manager



THE *Traymore*  
CENTER OF THE BOARDWALK  
ATLANTIC CITY, N. J.

IT'S THE

WISE GAVEL . . .

that hits the board that stands on the lectern, which faces the crowds, that attend the speaker, who can be seen on closed TV in thirty rooms, both large and small, which create the nation's largest space\* available in portion or package to mammoth convention or intimate group . . . but is yet just a part of the Wonderworld called

*Americana*  
THE HOTEL OF THE AMERICAS

\*135,000 square feet

INTER-OFFICE MEMORANDUM  
ROUTE TO W.M.R.  
Bill - Just got back.  
It's everything we  
heard - and then some  
My vote goes to the  
AMERICANA!  
Jim

A TISCH HOTEL • CHARLES CRADDOCK, Gen. Mgr. • OCEANFRONT, 96th TO 98th STREETS • BAL HARBOUR, MIAMI BEACH, FLORIDA



custom-tailored meeting site for top level executives.

"It's always a pleasure to entertain and accommodate executive meetings... when you are geared for it." —Nick Monte, Manager-Owner.

- Air-conditioned banquet and meeting room
- Superb cuisine
- Large exhibit area and PA system
- Exceptional personalized service
- Luxurious accommodations designed with you in mind
- For your pleasure: swimming, golf, tennis, riding, boating, water skiing, fishing
- Cocktail lounge
- Card rooms
- Specialized consultant in convention and meeting planning for your convenience.

Ocean-front cottages and hostelry... combining all the charms of a gracious past with all the comforts of tomorrow.

Color brochure and tariff schedule on request.

## Gurney's Inn

Montauk Point, L. I., Box 25M

Montauk Point II-2345

## WHY SKYTOP?

For executive meetings and top management groups Skytop Club, in the nearby Pocono Mountains, is the undisputed leader. This scenic 5500-acre estate provides complete isolation and every physical attribute for group meetings—10 to 300.



- ★ Private club atmosphere, distinguished service
- ★ Excellent meeting rooms, equipped with all professional requirements
- ★ Easily accessible (only 100 mi. from N. Y. and Phila.)—Served nationally by leading railroads and 5 airlines

- ★ Outstanding cuisine—private dining rooms
- ★ Superb facilities for relaxation and recreation, including 18 hole championship golf course
- ★ Beautifully appointed accommodations

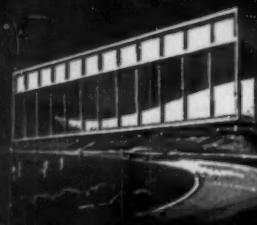
Write for Conference Booklet and complete details

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BOX 30, SKYTOP, PENNA. • Wm. W. Malleson, Jr., Gen. Mgr.

Phone: LYndhurst 5-7401

## PORLAND, OREGON'S NEW \$8,000,000 MEMORIAL COLISEUM

OPENING NOVEMBER, 1960



- 5 minutes from city center.
- 8 air conditioned meeting rooms seating from 120 to 1,200.
- Air conditioned arena seats 12,000. Banquet facilities for 2,000.
- Exhibit space 130,000 square feet. 15 ft. ceiling, 18 ft. doorways.
- Parking for 2,500 cars.

FOR AVAILABLE DATES, CONTACT

**DON JEWELL, MANAGER**  
Memorial Coliseum • Portland 17, Ore.

been so favorable that three of the magazine's meetings thus far in 1960 have used the seminar method—advertising department's national sales conference at Greenbrier, White Sulphur Springs, W. Va., in January; national circulation's sales meeting at Hershey, Pa., in April, and the publication's managers' meeting at Key Biscayne, Fla., in June.

### Experience Points Way

Decision to concentrate on seminar sessions was based on several years' experience with general group meetings.

"In the first several years of operation (after our founding as a national magazine in 1953) group meetings filled a very valuable function," says B. P. Bradfield, assistant to the publisher. "In the initial meetings we were presenting policy for the organization. Once we got our policy program working properly, then it was time to shift our technique because policy does not change substantially in any organization," he adds.

Under the magazine's meeting program, the entire group gathers first in a general session, usually on opening night of the conference when delegates have arrived from throughout the country. Then each delegate is assigned to a particular group and stays with it for all seminar sessions during the conference.

In the advertising conference at Greenbrier, seminars were held on merchandising, sales promotion, research, administration and production. Each session ran 90 minutes. First half hour was devoted to a presentation by the group leader, then session was thrown open to discussion.

An outside speaker participated in the research meetings. Dr. Burleigh B. Gardner, executive director, Social Research, Inc., Chicago, and his organization were then completing a year-long study of the magazine's audience for release in July. Dr. Gardner spoke first at a general meeting to outline the study, then moved to a seminar session. Each of the magazine's advertising representatives had an opportunity to ask specific questions during the seminar.

TV Guide's circulation department had all of its more than 70 field men participate in a series of seminars on promotion, research, retail and wholesale sales and field operations. Once again the same format was used: an introductory presentation by group leaders, followed by an open discussion. But the circulation meetings lasted three hours instead of 90 minutes and included a coffee break.

"Our circulation men were happy

with this type of meeting because the presentation portion was instructive and informative and in many cases answered their questions. Open discussion gave them an opportunity to explore certain subjects further and tell of their own experiences," explains Circulation Director C. J. Bodkin.

TV Guide first began using the seminar method at its 1959 managers' meeting at Key Biscayne. Previous meetings had been group gatherings to feature presentations by department heads.

#### Seminar Advantages

Bradfield says seminar sessions offer these advantages:

1. They permit more time for discussion than in a large gathering.

2. A participant finds it easier to make a comment before eight or 10 people in a smaller meeting than before 60-70 persons; average delegate might be hesitant to make comments in a general gathering that he would make in a seminar.

3. Seminar meetings give delegates a closer sense of participation and do not feel they are being lectured like school children.

4. Delegates who sit in informal meetings with headquarter executives feel much more at ease than in a large open meeting, where the podium presents a psychological barrier and sometimes creates a teacher-pupil image.

Reaction to informal meetings has generally been favorable, both from group leaders and delegates.

"The seminar, of course, is the best format to answer specific problems and to let several managers hear answers to problems which have so far arisen in only one area, but which eventually might arise in other areas," Editor Merrill Panit notes. "Needless to say, I for one found the switch in format from large meetings to small seminars most helpful."

Subscription Manager John Brandt expresses a similar view. "My enthusiasm for round-table type meetings as opposed to lecture sessions is very simple. The round table lends itself to free exchange and discussion among a small group of people. With lecture meetings there is no exchange of ideas," he says.

Field men also find seminars to their liking in most cases. "Seminar meetings give the local manager an opportunity to speak his piece. Not only does he have a great many ideas,

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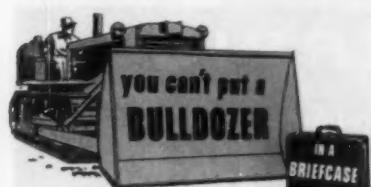
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But bulldozers, beach-wear or beverages can be re-created in the realism of full color three-dimensions in a size to fit a pocket. Products and product features are seen "true-to-life" and are more thoroughly understood—more easily remembered.

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but he is also more familiar with his own editions than anyone else, including the regional manager," says Charles Pritchett, regional manager in Cincinnati. "Also, in large group meetings, only a few will stand up. More important, the give-and-take is helpful. The field force must be honest with the national office and keep top executives informed of what is happening in each area."

#### Seminar Shortcomings

Yet for all their benefits, seminar gatherings do have some shortcomings, according to Oliver H. Crawford, the magazine's West Coast regional manager. They include:

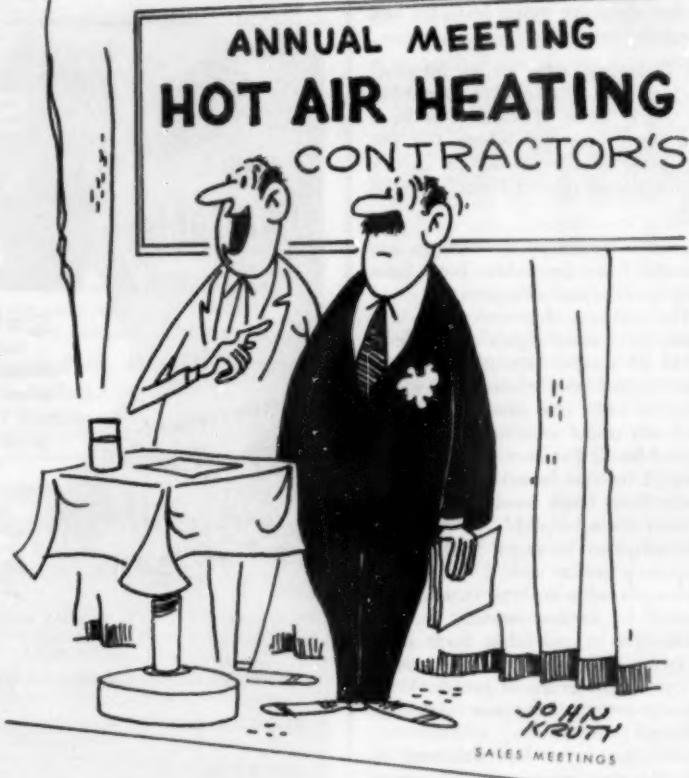
**1. Lack of cross-pollination:** A fruitful discussion which comes up in one seminar can be completely lost to everyone else who attends the conference.

**2. The loud mouth:** One of these in your group and the seminar becomes a one-man monologue.

**3. The slow learner:** If you have one of these, the seminar is devoted to kindergarten lessons.

**4. Lack of enthusiasm:** Seminar leaders, after handling several groups, lose interest. They get to do their presentations automatically.

Management officials agree that seminar sessions offer the headquarters staff an opportunity to note the alert and quick-thinking delegate who is quick to respond to a problem. Since in most instances this may be the only opportunity during the year for the home office to see the field representative, responsive men will stand out in small, informal discussions. ♦



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**REDWOOD** dwarfs everything else in main lobby of Santa Rosa's Flamingo Hotel. Realistic tree (17 ft. high by 32 ft. round) houses four projectors to throw pictures on walls.

## How to Work All the Angles



**SCOURSE** of publicity for Redwood Assn. are gifts of 10-year-old redwoods to mayors in towns where CRA met.

Cal. Redwood Assn. engineers meeting that is daring, novel and effective. Uses pros for polished production. Shadow screen and old-time movie clips put punch into message. Conference gets big play from press; costs less than \$40 a head to put on road.

By CHARLES L. SCHAFER  
Conference Coordinator, California Redwood Assn.

"A REDWOOD TREE that size in here!" The British car salesman gaped in disbelief at a huge tree in the lobby of the Flamingo Hotel in Santa Rosa, Cal. Then seizing the opportunity to identify himself with the biggest thing in sight he fit his business card into the shaggy bark above a dozen other calling cards. Almost immediately his card was dwarfed by a "business card" five feet high as

the men who built the giant hoisted a symbol into the tree to announce that California Redwood Assn. was opening the first Redwood Industry Conference ever held in the association's 47 years.

This massive prop - 17 feet high, 32 feet in circumference (its bark alone weighed more than two tons) - was true to life. Children yelled to their parents, "Look! A real tree!"



**EQUIPMENT** is ready to roll. Doug George, Douglas George Associates, Hollywood, (left) stands by to operate wide-screen, quick change projector; Charles Schafer, conference coordi-

nator (center) follows script; and Hiro Yoshida, George Associates production manager, mans motion picture projector and tape machine connected to show's sound system.

Parents smelled the bark, fingered it and exclaimed, "Why, it's not plastic! It is real!" It even surprised the CRA field men who see the big trees in the forests every day.

Clustered at the foot of the giant, were six architect-designed exhibits that filled 3,000 sq. ft. of display area. Four concealed motion picture projectors simultaneously threw pictures from the tree to the four walls of the lobby.

CRA's giant tree set the scale for a conference with a bold design in audio-visual communication. CRA proved how effectively a complicated story can be told in one day by using a fast-changing, wide-screen film projector with a combination of motion picture shorts, shadow screens, stage vignettes, taped sound, and live narration by association executives.

"Design for Growth" theme was prophetic. The giant tree led to more trees and the one-day conference grew into a national show that traveled to Dallas, Rockford, Ill., and Columbus, Ohio. Findley Torrence, Sr., editor of "Wood Construction and Building Material," who caught the show in Columbus, says, "This is the best engineered meeting I have ever seen in 40 years of attending lumber meetings."

Key to well-engineered meetings lay in having a great story to tell and in engaging professionals to produce the vehicle to carry that story. CRA's Executive Vice President Phillip T. Farnsworth, insured technical accuracy by having the staff write basic scripts and select visuals. He guaranteed a polished production by using professionals to advise, produce and stage the conference. Among these professionals was a full-time conference coordinator.



**POSTER-SIZE** panels, framed in redwood, tell CRA's story in this lighted exhibit, designed by John Matthias, Pasadena, Cal. Usable with two or more upright panels, CRA's gallery can be assembled with bolts and wing nuts.



**REDWOOD** in conference room is a 14-ft. tree with literature booth inside.

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Hotel Claremont has  
the most convention space  
west of the Mississippi?*

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Murray Lehr, managing director  
Victor Roberts, resident manager  
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Willard Rutzen, manager

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"New Dimensions in Sales" was the national conference theme. Objective was to give wholesalers the facts they need to increase their redwood sales. "Idea behind our wholesale conferences was simple," says Farnsworth. "We wanted to give ready-at-hand facts from our technical library of 6,000 books, facts our field service representatives learn from 800 to 1,000 office calls a year on architects, facts from our film library and the thousands of letters we receive from people who build with redwood. Result was that every wholesale salesman who had a professional interest in improving his redwood sales found this conference program full of merchandising ideas and information he could turn into profits."

Three one-day conferences were held within a three-week period. They attracted 477 wholesalers from 31 states, District of Columbia and three Canadian provinces. Fifty CRA executives and sales representatives of member mills also attended.

### Months in Preparation

Script for the conference was jointly prepared over a period of seven months by CRA's technical, promotion, advertising, publicity, field service and executive departments and the conference coordinator. It filled 250 pages of a three-ring binder. Script included 16 sections which covered all of CRA's activities which had value for wholesalers.

Into this script the staff originally keyed 450 visuals, making selections from CRA's library of thousands of photographs. During these preliminary stages, there was great freedom to delete, change and rearrange visuals or commission new visuals to demonstrate tested merchandising and sales techniques used by leading redwood wholesalers. Final count of visuals used stood at 350.

To permit CRA staff members (42 in all) to carry on their regular work without interruption, as conference coordinator I charted assignments for the 64 working days preceding the conference rehearsal. We set realistic deadlines so that all art and production items required for each step in planning, promotion and staging would be ready on time. I worked with each department as it became involved in each stage of preparation. We purchased professional services and specialized equipment to supplement and reinforce staff efforts.

"With a smaller budget than most competitors," according to Farnsworth, "we have to make every CRA promotional effort, every ad, every

film, every redwood data sheet just a little better, a little harder working than anyone else's. The association appreciates what professionals can accomplish and is used to using them to achieve outstanding results."

#### 68 Pros Used

Sixty-eight outside professionals worked on the wholesale conference: 19 helped produce the original displays designed by John Matthias of Pasadena and architect Ernest Born, FAIA, of San Francisco; four prepared stage drapes and props; six photographed and edited motion picture shorts; seven printed, designed typography, and produced invitations, badges, programs, literature and promotional materials; 21 were involved in slide films produced by Douglas George, Hollywood; 11 assisted George with taped narration, music and sound effects.

George attended early planning sessions of the CRA show and extended his assistance over the entire period to prepare and present the show. He was selected because of his experience in producing slide-sound shows, motion pictures and annual conventions for a number of national companies having West Coast headquarters, and in producing U. S. Navy training films.

Since the CRA show involved split-second timing, advance rehearsals were held three weeks before the first show and on the night preceding each show during the field meetings. To make doubly sure that the show clicked on schedule, George carried extra "back up" projectors and spare parts in case of equipment failure.

#### Attendance Promotion

With production of the conference underway, Owen T. Stebbins, CRA's promotion manager, issued a series of progress reports and a "consolidated promotion calendar." Calendar detailed promotion assignments week by week and suggested how mill sales managers could tie in with various activities to push for maximum attendance of their own wholesalers at the conference. These communications with the key promotion group paid off in high attendance.

#### Shadow Screen

Problem of pulling 350 visuals together into a story line that would make the work of the association's various departments mean something to wholesalers was solved with a simple theatrical device—a telephone call staged behind a shadow screen. With this device, attention was focused on the "tough" questions redwood wholesalers get from their

training sessions  
sales meetings  
group conferences



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Thayer "regulars" include Esso Standard, General Foods, General Electric, U. S. Rubber, Allstate Insurance, New York Telephone, New York State Bankers Assn., A. T. & T., Gulf Oil, Lederle Laboratories, I.B.M., and Nationwide Insurance among many other prominent organizations.

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Victor J. Giles, Director of Sales

dealers and the show became a meaningful reason to answer those questions. In this way, new information was presented in a setting familiar to the audience and wholesalers could quickly identify themselves with the man on the phone.

This is the way it worked: After the welcoming addresses and introductions of wholesalers state by state, the lights went out. A telephone rang. A light came up behind the shadow screen, revealing Ed McDonnell, CRA's advertising manager, in an enlarged silhouette seated at a desk answering the phone. "Wholesale Redwood Company" sign completed the setting.

Yes, Mable ..... O.K. Mable  
Yes Mable, put her on.

Hello Operator. Hello Operator.

Yes, this is the Wholesale Redwood Company.

Yes, I'm the manager.

Collect? Who is it?

Certainly ..... certainly

I'll take the call.

Hello Gus, how are things at the River City Lumber Company

Fine ..... Good  
You've got a guy with a lot of questions? Who is he?

Oh, a builder! O.K. What are the questions?

Why is certified Kiln-dried redwood better than air dried?

Yes, yes ..... Wait a minute

Let me get a pencil and some paper.  
No, no not you! I just knocked some stuff off my desk.

Let's start over. Why is certified Kiln-dried redwood better than air dried?  
Yeah ..... we'll find an answer.

What else?

Rotary Club? How did they get into this.

Oh, you're the president.

Congratulations!

They want to know what?

What is the future of redwood and will it always be available?

Well ..... uh ..... you got me.

O.K. What else do you want to know?

How do you keep a natural redwood effect with low maintenance?

Yeah ..... yeah ..... well

uh ..... What's next?

He wants the advantages in using saw-textured redwood inside and out?  
We can dig up the answers on that, too. Now what?

He also has an interest in board and batten but wants to know what new products they have? Well there's one I do know.

For instance a completely new variation of an inverted board and batten.  
Alright, now what else do you want?  
That's all for the moment?

It will take some doing but ..... uh .....

well we can learn some of these answers together. O.K. Let's take them in order one by one.

### Questions Repeated

With this light, humorous beginning, the shadow screen faded, the spot light flashed on and switched between two lecterns set up at the far sides of the wide screen where CRA department heads alternated in narrating answers. An echo-chamber taped voice repeated the dealers' questions as the show progressed.

In the afternoon, the audience got more glimpses of the shadow screen as the manager of "Wholesale Redwood Company" continued his telephone conversation. Just before the finale, while he summarized his answers, the wide screen repeated key visuals from the day's show. The conversation ended with: "There's the whole story, Gus, and all the answers. You learn and I learn. Now go get yourself a big fat order!"

### 1,000 Cues

Final filmstrip lent itself to a fast moving, three-and-a-half hour presentation with more than 1,000 cues. lasted three minutes; basic facts on redwood, 11 minutes; tree farming progress, three minutes; advantages of natural weathering, use of water repellents, paints and bleaches, nine minutes. During the 15-minute "New Pattern" sequence, the picture in one slide came alive as motion picture film brought the picture to life.

### Thunder and Lightning

Music, taped voices and sound effects heightened the realism and drama of the visuals. Taped clap and roll of thunder rattled the dishes on the tables when the producer projected a picture taken in the Ryan High Voltage Laboratory at Stanford University to show how a redwood frame for insulators can sustain a charge of 200,000 volts without conducting it. To emphasize the influence redwood has in every section of the U.S. and Canada, taped voices of architects, dealers, wholesalers and users expressed views in Southern drawls, Western twangs, and Eastern and English accents.

Slides to show the number of impressions CRA advertising made in local areas were projected within the wide-screen slide to show total national impressions. By using this slide within-slide method, the basic filmstrip was extended with localized information on separate individual slides.

To demonstrate "how not to do" three important phases of selling, Redwood Assn. created a film clip out

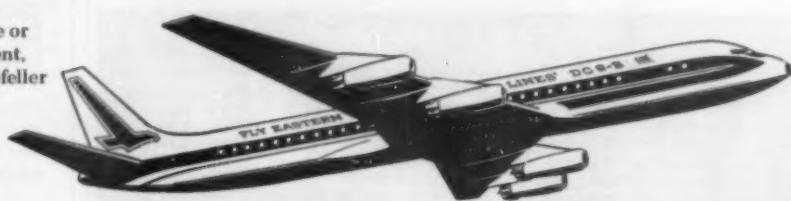
# Did you hear the one about the Traveling Salesman?

Here's a story that's being told in more and more sales circles across the nation. It's all about Eastern's Incentive Vacation Plan...the plan that gives salesmen free vacations in famous resort areas for exceeding sales goals.

Eastern's IVP is a *jet-powered* method of sparking sales at every level. And best of all, Eastern's IVP pays for itself. It either produces results or costs you nothing!

Eastern, with *proven* experience in IVP's, is best qualified to custom-tailor this *jet-powered* sales stimulator to fit your needs. Eastern serves the greatest resort centers in the United States, Puerto Rico, Bermuda, Mexico and Canada with the world's most advanced airliners.

Find out *today* all about this *jet-powered* incentive program. Write or call Incentive Vacation Department, Eastern Air Lines, Inc., 10 Rockefeller Plaza, New York 20, New York.



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• Grand Ballroom accommodates 800 for meetings and banquets.

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of an old-time movie comedy. Film clip was retitled "Close Shaves in Selling". In it, two comic characters are building materials salesmen who try to approach a prospect to capture his attention. They blow the horn on their model T so loud as to give the lumber dealer a near heart attack. Following their nerve-shattering entrance, the two begin to demonstrate a sample window. However, one of the men gets caught in the supposedly smooth-operating window, which must be destroyed to free him. The smooth exit that salesmen are

expected to make is somewhat less than successful as they drive their Model T through a band saw to cut the car in half and send the "heroes" sprawling. Redwood lumber dealers roared at the pitfalls of the less than able characters. During projection, this movie was stopped on cue while Stebbins explained the importance of the comic situations.

#### Live Model

A live model was used, too. She appeared briefly to supplement the 20-ft. wide screen demonstration with

samples of sculptured wood. Later she appeared in a cloud of cascading chains of one-column 1959 new stories on redwood, enough to make up an entire metropolitan Sunday newspaper.

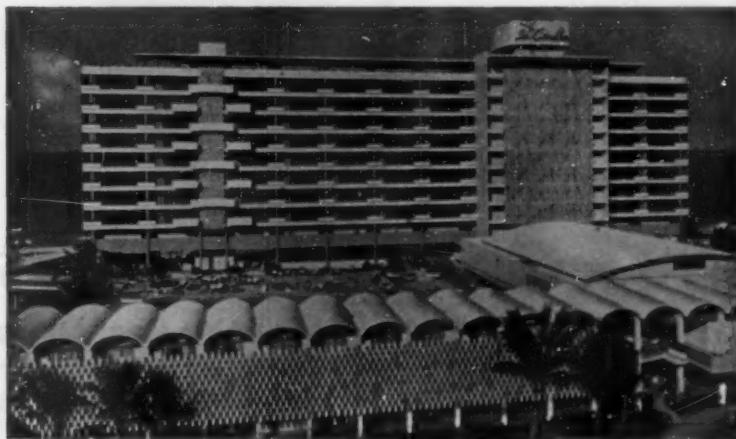
To introduce an outside, objective point of view, Don Ross, field merchandising manager, "Successful Farming," was invited to deliver the keynote speech preceding a luncheon panel discussion on sales ideas.

#### Instant Money

Bluntly stating facts in clear, rapid style, Ross described workable ideas various wholesalers have used to increase redwood sales. At the end of his summary, he proved there was plenty of money in redwood by taking half dollars out of a CRA certified kiln-dried piece of redwood siding and tossing them to his audience. In response to a request, Ross gave this money-making piece of redwood to one of the wholesale salesmen in the audience to use in his dealer calls.

A panel of redwood wholesale salesmen then discussed seven pre-selected questions, plus others the audience was invited to ask.

Again needing a redwood tree to set a grand scale for the national Red-



### Puerto Rico's Most Interesting Luxury Resort Hotel

La Concha offers exciting newness, spectacular beauty  
—against a backdrop of foreign enchantment!

Old-world charm, exotic, foreign flavor—fascinating places to go, new things to do—plenty of sun, ocean fun! These are the rewards of meeting away from the ordinary . . . in the Caribbean . . . in Puerto Rico!

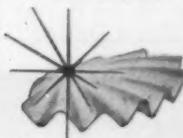
And because Puerto Rico is a part of the United States, you'll feel right at home here—with American conveniences, American cuisine to suit your mood, and no language or currency problems to bother you. Today, some of the biggest conventions are being held in Puerto Rico . . . where you're at home abroad!

The magnificent La Concha is located on its own ocean beach, in the fashionable Condado section of San Juan. Facilities for your enjoyment include cabana club, king-size pool, two main dining rooms, night club, three cocktail lounges. Tennis on premises. Golf privileges. Completely air conditioned. 250 rooms. No passports, visas, or vaccinations necessary for U. S. citizens.

La Concha was designed—and staffed—with the handling of conventions, sales meetings, and other groups in mind. The grand ballroom will accommodate 700 persons . . . other meeting and banquet rooms adapt themselves to smaller groups. La Concha is completely equipped to provide sound, projection, and lighting equipment—and other accessories—as well as photographic, publicity, and secretarial services. Attractive convention rates!

#### Send for Colorful Convention Brochure!

If you like your meetings with a dash of the unusual, send for your free copy of La Concha's beautiful and comprehensive convention brochure. Write to: General Manager, Hotel La Concha, San Juan, Puerto Rico. William P. Wolfe Organization, Representatives.



*la Concha*

AN ASSOCIATED FEDERAL HOTEL • Cecil Mills, President

HOTEL, BEACH & CABANA CLUB  
SAN JUAN, PUERTO RICO



DAYTONA BEACH'S  
OCEANFRONT  
CONVENTION HOTEL!

**Daytona**  
**Plaza**  
  
A CRAIG HOTEL

Conduct your next meeting at "the world's most famous beach." Guarantee record-breaking attendance and productive business conferences! Accommodations for up to 500 delegates . . . air conditioning . . . banquet rooms for 1000. Complete facilities, superb service, professional convention staff. Large or small, your meeting will be more successful at the Daytona Plaza.

wood Wholesale Conferences' exhibits, the conference coordinator asked designer John Matthias, to design a special, lightweight traveling tree. This tree had to:

1. Be adaptable to various ceiling heights from 10-ft. to 14-ft. and fit against a wall as a half-round or stand in the center of a room as a complete "tree."
2. Be assembled by wing nuts from sections no taller than 6'8" or wider than four ft.
3. Be composed of redwood bark plus the latest patterns of saw-textured redwood siding.
4. Be useful as a literature dispenser.

Matthias' design met these specifications with a redwood tree that had a section cut clear through it to reveal a handsome panel of saw-textured siding. Elliptical in shape—six ft. at greatest diameter—it appeared round. A counter-high section was piled with the latest CRA literature.

#### Exhibits Travel

Also a part of conference exhibits were a number of photographic panels from the traveling exhibit, San Francisco Bay Region Archi-

ture: A Current Report," planned and executed jointly in 1955 by the California Redwood Assn., Smithsonian Institution and Northern California Chapter of American Institute of Architects. Exhibit has been on tour of design centers, art galleries and architectural schools in Canada and United States under the auspices of Traveling Exhibit Service, Fine Arts Collection, Smithsonian Institution, Washington, D.C.

Full dress rehearsal in San Francisco brought the show planning full circle. All exhibits, stage props and

literature were loaded into an Allied Van. To the 153 crates and packages (weighing close to 10,000) were added three four-foot living redwood trees which had to be watered daily en route. On their arrival in each conference city, one of the trees was presented in an appropriate ceremony to the mayor by Leo B. Hulett, mayor of Willets, Cal., who just happens to be chairman of CRA's Promotion Committee.

Because it was a first, the Redwood Wholesale Conference was newsworthy. Announcements of the

## Man on the move!



### Supremely Suitable for SALES MEETINGS CONVENTIONS • BANQUETS

A distinguished hotel—with a distinguished name—in the heart of the city nearest everything, with complete facilities for everything.

**The  
DRAKE  
PHILADELPHIA**



- ★ Luxurious Guest Rooms and Executive Suites
- ★ Closed Circuit TV
- ★ Meeting and Functional Rooms for 10 to 850

MICHAEL A. DEVITT, Sales Manager  
1512 SPRUCE STREET • Kingsley 5-0100  
B. B. LEIDER, Managing Director

## OUR OWN 550 SEAT THEATER RIGHT IN THE HOTEL

"Ideal!" says Bernard T. Parker, Director of Sales Personnel and Training, The Research Institute of America, Inc., Chairman of the Publicity and Public Relations Committee of the National Society of Sales Training Executives, and member of the Education Committee of the Sales Executives Club of New York.

Yes, the Barbizon-Plaza's 550 seat theater is just perfect for every type of sales meeting and convention. There are 7,000 square feet of adjacent exhibit space and 20 air-conditioned, smaller meeting rooms, plus closed circuit television. And you really live at the Barbizon-Plaza! Delicious French and American cuisine, 100% fresh air-conditioning with individual thermostatic control in every room. All rooms have private bath, radio, TV. Central Park is at your door... and Broadway, Fifth Avenue, Radio City and the Coliseum are just a step away. "See what I mean? Ideal!"

Write to Director of Sales for illustrated brochure.

# BARBIZON-PLAZA

106 Central Park South at 6th Avenue overlooking Central Park

conference appeared in newspapers throughout the redwood region and in the trade press. A feature story was prepared at the request of the "Gulf Coast Lumberman," and its April 15 issue carrying the article, was distributed to conferees at the first meeting in Dallas.

Presentation of young redwood trees provided additional publicity. Bernarr Bates, press relations manager for CRA, arranged for their shipment and set up pictures for local papers of the presentation ceremonies. Newsmen were interested in report-

ing that the 10-year-old trees of genus Sequoia (forever living) should thrive in Dallas, Rockford and Columbus.

Additional trade publicity was generated by announcing a contest at luncheons and offering a Zenith transistor radio to the wholesaler who came closest to guessing the number of impressions contained in local CRA advertising. Stebbins made the awards which were later reported in the trade press.

Dispensing with slides and music, Farnsworth brought the show to an

enthusiastic conclusion by personally introducing a new CRA "Promotion Aids Kit;" "Lumber Technology for the Salesman," a new correspondence course on redwood; and "Redwood Inside and Out," a 35mm color-slide dealer information kit.

Promotion Aids Kit colorfully outlines the full scope of CRA's promotion aids and literature available to dealers. It includes new dealer ad mats, layout sheets and publicity ideas.

CRA's new correspondence study course of 10 lessons was specially prepared for wholesale salesmen by David P. Thomas, associate professor, Forest Products, University of Washington College of Forestry. It is based primarily on "Wood Handbook," published by U.S. Forest Products of the promotion kit, enroll in the Laboratory, Madison, Wis. Other reference material is also provided. A handsome diploma, suitable for framing, is one of the rewards for completing the course of study, which costs wholesalers \$10.

#### Do-It-Yourself

Slide kit prepared by Douglas George, offered wholesalers 30 slides from the CRA conference program that highlighted the qualities of redwood. Together with the suggested script, this kit provides a do-it-yourself sales conference for only \$15.

Response to these carry away materials was immediate as wholesalers crowded forward to pick up copies correspondence course and order slide kits. One month after the shows were over, requests were still pouring in. One member mill has ordered correspondence courses for all its personnel. Another has ordered 50 sets and is circulating 50 copies of the first lesson to see how many more of its personnel want to be enrolled at company expense.

#### Conference Cost

What is the cost of such a conference? "Budgeting by the conference coordinator was phenomenally accurate," says Farnsworth. Total cost was \$150 less than was budgeted seven months earlier. For costs directly related to each show, CRA paid less than \$40 per wholesaler who attended. ♦

## THE BIG SHOWS ALL COME TO THE New York TRADE SHOW BUILDING



When an industry puts its best foot forward, they come to the New York Trade Show Building. It makes all the difference in the world.

The country's leading trade shows and conventions have been quick to recognize the obvious advantages and features of this outstanding show center:

- the finest in exhibit facilities
- the ultimate in service
- the central location
- the greatest economy

If you are interested in selling more—more effectively, you'll be sold on the merits of the New York Trade Show Building.

For very complete information without obligation

WRITE, PHONE or WIRE to:

Mr. Duane W. Carlton, President

NEW YORK TRADE SHOW BUILDING  
500 Eighth Avenue, corner 35th Street  
New York 1, N. Y. • LOngacre 4-4100

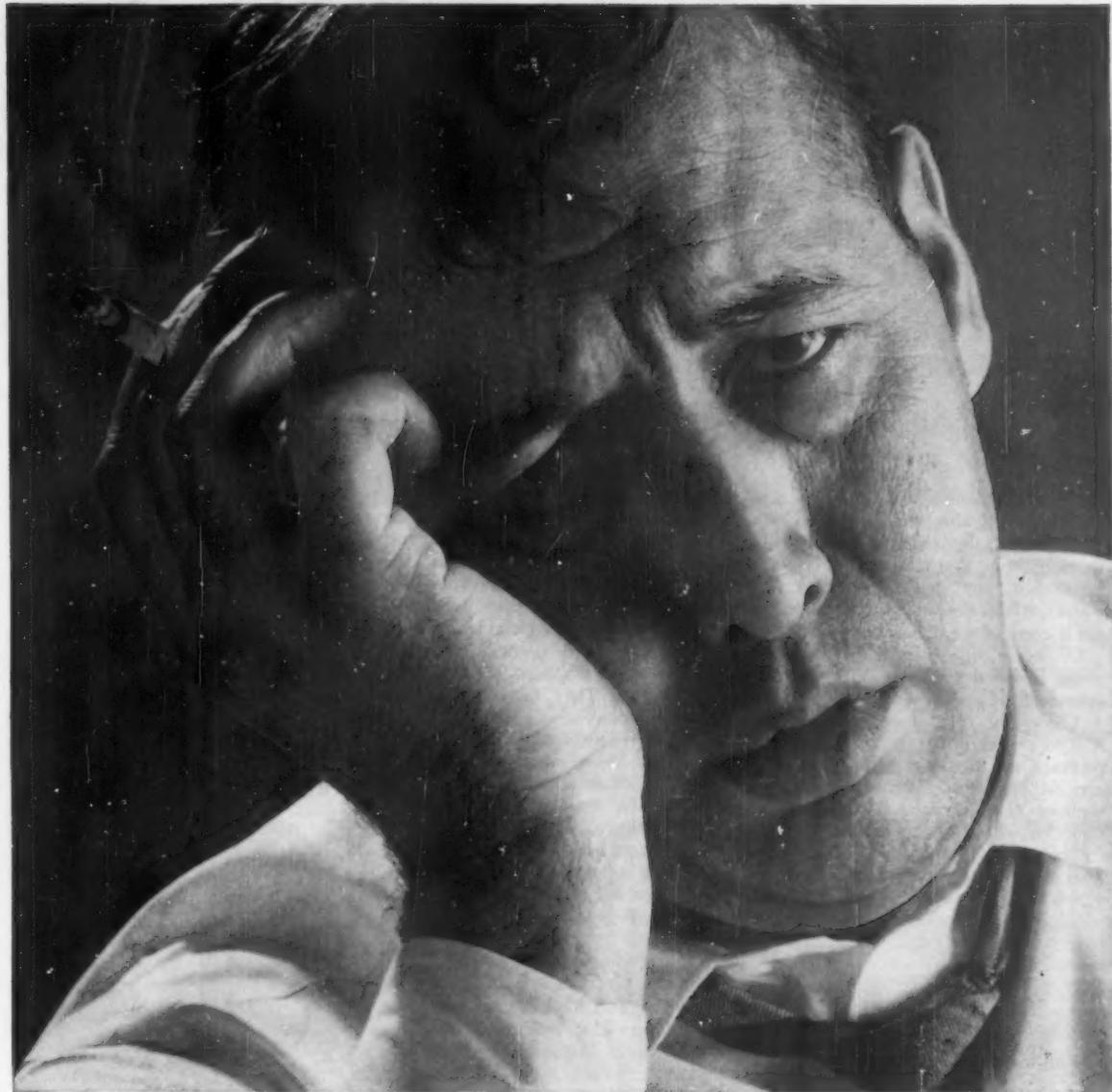
4000 Fine Hotel Rooms located nearby

**COMPLETELY AIR-CONDITIONED**

**"The Very Best in Exhibit Facilities"**



# Need help in planning your company meeting?



**Quick as you can say American**, you'll find help in many different ways—whether you're planning a large group meeting or a small one, in a major city or resort area.

We'll help you select the site. We'll plan passenger itineraries, make reservations and arrange and handle ticketing. We'll give special attention to group travel. And if you have other problems, please ask.

American serves all these major cities with 707 Jet Flagships or Turbine-Powered Electras—Boston, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, Washington, St. Louis, San Francisco. We serve many popular resort areas, too.

For further details, just write to: Mr. Frank Svoboda, Manager of Convention Sales, American Airlines, Inc., 100 Park Ave., New York 17, N. Y. Or contact your local American Airlines office.

**AMERICAN AIRLINES**

# Bad Advice: "You Don't Need To Take Notes"

By JULES B. SINGER • Marketing Consultant

I AM SURE this has happened to you. At a sales meeting or a convention, the chairman says, "Now, gentlemen, you don't need to take notes. After the meeting, you will get a copy of what has been said."

Or worse still, a copy of what is going to be discussed awaits you at your seat.

Theory of this procedure is that it is supposed to free the mind to concentrate on listening. The audience can sit back and listen to speakers without the "distraction" of taking notes on what is being said.

This theory would be great if the eyes and ears of listeners were indeed glued to the speaker. But unfortunately, audiences will find other means of distraction than taking notes.

Observe the next audience in which you are a participant. The members concentrate on the speaker for his first sentence. How long they concentrate after that depends upon his skill as a talker. Only the most skillful speaker can keep their minds from wandering. They watch their neighbors. They examine the room. They light cigarettes, drink water. Telling them not to take notes rarely results in greater attentiveness to the speaker.

Another illusion about giving the audience copies of speeches is that these will be read at a later date. Poppycock. If all the speeches read after a meeting were laid on top of each other for any given year, it would not start a good sized bonfire. Confess how rarely you have reread speech transcripts after the meeting or convention you have attended.

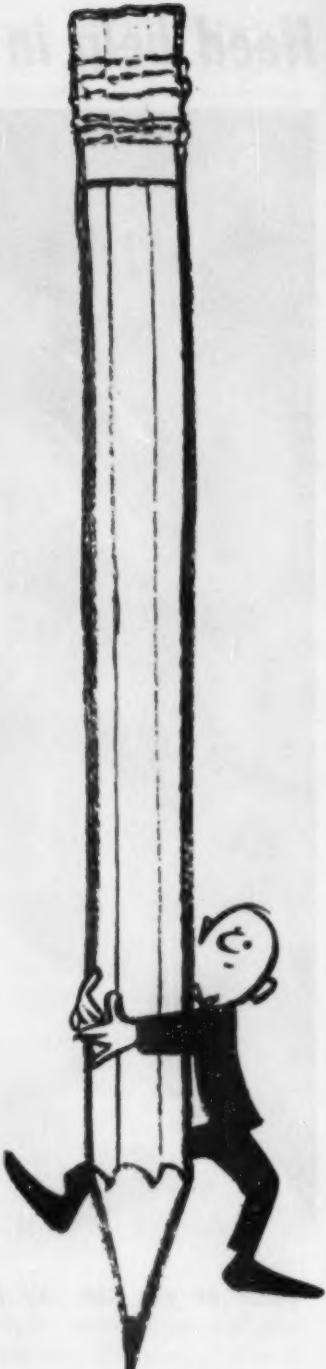
Now let us see what happens when the listeners take notes. **Involvement!** They become involved with the speakers and the speeches. They take part in an instantaneous feedback. Instead of sitting back as spectators, they become participators. They convert the speaker's thoughts into their own words. They listen to what is said more carefully.

Again reflect upon your own experience. When you write down a digest of what you have heard, you tend to fix it in your mind. You sometimes give it your own interpretation. You may even write yourself a memo on some action you may take. Certainly you are closer to the speaker, and you make more of an attempt to get inside his mind and meaning when you take notes.

So the next time you are planning a meeting and someone suggests your telling the audience it need not bother taking notes because copies of the material covered are available, veto the idea.

Instead, do everything possible to encourage the audience to take notes. Provide notebooks and pencils. You might include a clipboard. Have tables which make note-taking easy.

**Even if you plan to hand out copies of speeches, keep it a secret. Get your audience involved by note taking. Your audience will pay closer attention to what is said and be inclined to review its own notes. Speeches handed out after sessions are seldom read.**



# NOW ...A NEW CONVENTION AUDITORIUM AND VAST EXHIBIT HALL

ADDING 31,000 SQUARE FEET



Now completed—an unparalleled incentive for you to hold your meetings at the Diplomat—a magnificent new meeting hall, encompassing 18,000 square feet . . . providing for your conferences unobstructed visual and audio reception for over 2,000 at meeting, 1,500 at banquet. PLUS—a spacious new exhibit hall beneath the auditorium, encompassing 13,000 square feet, easily accessible by ramp, and equipped with electrical, audio, and visual aid outlets. All this—added to the already impressive facilities of the 400-acre Diplomat—world famous for its food, service, warm hospitality, and 19-hole championship golf course!

*You'll accomplish more, enjoy more...at the*

# DIPLOMAT



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GEORGE E. FOX, Managing Director / IRVING TILLIS, Director of Sales / JOHN F. MONAHAN, Director of Special Sales  
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134 Peachtree Street, N.W. • GA 3-3452 . . . Teletype AT 7-5525 / Philadelphia, EN 6-5440 . . . Teletype DE 6540 / Hollywood-By-  
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DETECTIVES ON THE PROWL  
EVERYWHERE, HAVE EVIDENCE THAT  
SHOW SERVICE EXHIBITS, INC. HAS  
BEEN RE-NAMED

## EXHIBIT CRAFT, INC.



### EXHIBIT CRAFT, INC.

18-35 38th St. Long Island City 5, N. Y.  
Designers and Builders of Exhibits •  
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Gulf Coast's most complete resort  
for Conventions & Sales Meetings

## EDGEWATER GULF HOTEL

Featuring a modern new Convention Hall to accommodate 750. A 700 acre estate of recreation and beauty overlooking the Gulf of Mexico. Our own 18 hole golf course — John Revolta, Winter Pro. Spacious freshwater swimming pool, and plenty of activities to entertain. A complete city under one roof.

Non Meissner, Convention Mgr.  
Telephone UM 4-1312

### GULFPORT, MISSISSIPPI



Invite listeners to copy important charts, to write down key points. Allow time for them to copy essential material shown by your visual aids. Organize talks so that they are easy to digest in outline form. Make note-taking part of the fun of the meeting. Note-taking serves six useful functions:

1. The audience pays closer attention.
2. It gets involved to a greater degree with the speaker and speech.
3. It translates the speaker's thoughts into its own words.

4. Listeners can stress points for follow-up.

5. The speaker has the opportunity to emphasize and dramatize important points.

6. The audience is more likely to refer back to its own notes.

Even if you intend to give out copies of talks later, keep it a secret. You will find the audience more interested. Information you are imparting will be remembered to a greater degree. When they take notes, they take note! ♦



### The South's finest Commercial- Convention Hotel!

IN DOWNTOWN  
JACKSONVILLE, FLORIDA



Offering the ultimate  
in conveniences and facilities from  
the smaller executive group meetings  
to the largest of convention needs.

One floor "convention center" / meeting and  
banquet rooms for from 25 to 1100 / Theater  
lighting: closed circuit TV / 550 outside  
individual temperature controlled rooms /  
Radio, TV and Hi-Fi in every room / Drive-in  
registration — elevators to rooms / FREE  
GARAGE for 250 cars / PLUS a willing  
fully experienced convention staff.

Write today for full information,  
rates and availabilities — or  
call Jacksonville, ELGIN 5-4411

Wm. E. Stubbs, Jr.,  
Vice Pres.-Gen. Mgr.

**Meyer Hotels**

HOTEL EMERSON Baltimore, Maryland HOTEL SIR WALTER Raleigh, North Carolina HOTEL ROOSEVELT Jacksonville, Florida  
HOTEL ROBERT MEYER Jacksonville, Florida HOTEL WASHINGTON-DURE Durham, North Carolina

*The Most Successful Meetings  
are Held at Magnificent*

## MONTAUK MANOR

MONTAUK POINT • NEW YORK

... and here are but a few of the reasons that will demonstrate why you will want to hold your next meeting here:

**BUSINESS-WISE:** In addition to modern exhibit and meeting facilities in the hotel itself, the Montauk Manor Theatre provides a functional convention Auditorium seating up to 1,000 people . . . an adjacent display area of equal size . . . plus private executive meeting and sales rooms.

**PLEASURE-WISE:** A vast array of happy diversions, all self-contained in Montauk Manor's 5,000 acres: 18-hole championship golf course, Surf and Cabana Club with 150 foot pool, clay tennis courts, world's finest fishing, skeets and many others.

### ALL UNDER NEW MANAGEMENT

Larry Borsten, Manager



For complete details and special  
American Plan rates contact R. D.  
Waterman, Convention Manager at  
Murray Hill 2-5197.



ARCHITECT's concept of what new D. C. Stadium will look like.

## Stadium Adds to Meeting And Exhibit Center

**New Stadium going up beside D. C. Armory. Scheduled to be completed in October. Grounds to have parking for over 12,000 cars.**

WASHINGTON'S new stadium is scheduled to be completed this October in our nation's capital. In combination with the present D. C. Armory, District of Columbia Stadium will provide even greater facilities for big scale conventions, expositions and trade fairs. It will be the future home of the Washington Redskins, and likely the Senators.

Members of D. C. Armory Board, which will own and operate the stadium, realize that football schedules normally will occupy the grounds on the average of six days per season. Baseball schedules would similarly leave more than a month of free time during the Summer when the home team is on the road.

Planners, architects, engineers and financial advisors concerned with the new stadium took these factors into account when they received the go-ahead to build the \$19.8-million structure.

Located next to the D. C. National Guard Armory, the stadium will supplement the Armory's facilities. The Armory has been headquarters for auto shows, home shows, political conclaves (including \$100-a-plate dinners) and industrial exhibits.

Almost a perfect circle, the new stadium will be 750-ft. in diameter from outside wall to outside wall.

Structure will be entirely fireproof, built of reinforced concrete, with exception of heavy steel beams which will support the roof and the moveable crescent seat section. A 5,000-seat section in the lower stands will move, intact, on rails, to insure that the field is properly lined up for either football or baseball. Arranged for football, the stadium will seat 50,000; for baseball games, the seating capacity will be 42,000.

Field lighting will be a powerful installation with batteries of big lamps hung on the inner edge of the roof deck to deliver about 150 foot-candles in the outfield. In comparison, the very best street lighting on a major superhighway delivers less than 20 foot-candles, and an excellent office lighting system may deliver 40 foot-candles to your desk.

Stadium planners considered transportation. Some 12,500 parking spaces for private cars have been provided, 100 bus and 200 taxi parking spaces have been set aside. Stadium also will possess a landing pad for helicopters. It is contemplated that the Pennsylvania Railroad will build a spur track from its riverside yards, to facilitate carloading of exhibit materials direct to the Stadium and Armory. Special passenger trains can also be brought to the admission gates. ♦

## The Bermudiana

Be  
the First

AT  
Bermuda's  
Newest, Finest  
CONVENTION HOTEL!

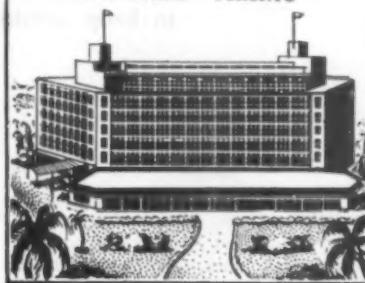
Convenient location right in the heart of Hamilton, the new, magnificent BERMUDIANA...the multi-million dollar investment in gracious Island living that's slated for 1960's most successful conventions. Choice dates are now open... write today for full information.

Carroll F. Dooley, Mgr. Dir.

- ★ Convention Groups to 460.
- ★ 3 spacious Meeting Rooms, plus Committee Rooms, Complete Sound and Projection equipment.
- ★ Swimming Pool, Private Beach Club . . . Moongate and Sunken Gardens Nightclubs.
- ★ Completely Air Conditioned, individual control . . . most rooms with terrace or balcony.
- ★ Unlimited hot and cold *fresh* water.

### ROBERT REID ASSOCIATES, INC.

Representatives  
610 Fifth Avenue, Rockefeller Center  
New York 20 PL 7-2444  
CHICAGO • HOLLYWOOD • MIAMI  
MONTREAL • TORONTO





**TWO SHOWS** in which Friden participates are: National Office Management Assn. (above) and the Office Equipment Manufacturers Institute (below) usually held in major cities.

## How to Pick a Show

Friden takes guesswork out of show evaluation. Goes into 100 a year based on sound analysis. Keeps 10-year record; depends on local offices for experience data. Uses two exhibit houses to keep exhibits in top shape. Rates each show it goes into.

By ELSA GIDLOW

**FRIDEN, INC.**, manufacturer of a wide range of electro-mechanical business machines, regards exhibits in business and trade shows as one of

its more important selling tools. Because of the nature of its products, which have applications in practically every trade and industry, it finds mar-

kets wherever business data is processed. This means that it is interested in a far wider range of shows than the average business management.

# All I said was, "Do it!"



... and it was done! This happy Sales Promotion Manager found out how Display and Exhibit Company's "One-Stop Service" works. He simply called Display and Exhibit, outlined his problem and took care of his regular work while awaiting our solution. We took care of *all* details, he looks good, and well he might . . . everybody's happy with his results!

If you're after different, efficient displays, delivered on time and—most important—within your budget, write! Write today . . . we will be happy to explain "One-Stop Service" and solve *all* your display problems.

Our NEW, bigger plant and NEW facilities now allow us to give you more *complete* display, exhibit, show and convention services than ever before!



**DISPLAY  
& EXHIBIT COMPANY**



1501 E. FERRY, DETROIT 11, MICHIGAN • PHONE TR. 5-4700

# For Successful Meetings TWO GREAT HOTELS ON TIMES SQUARE

Now under one management, the famous Hotel Astor and New York's newest, Hotel Manhattan, offer the most flexible meeting facilities in this capital city of conventionland. Each is fully equipped—and teamed up as a combined convention headquarters,

they offer facilities unmatched anywhere. Air conditioning, superb staffs, comfortable guest rooms, modern equipment, fine restaurants, and ideal location, combine to make the Astor and the Manhattan wonderful choices for your next meeting.

**HOTEL MANHATTAN**  
44th to 45th Sts. at Eighth Ave.  
Judson 2-0300

New York's newest hotel. 10 luxurious meeting rooms for 10 to 500 people. 1400 air conditioned rooms, each with radio and TV. Excellent garage facilities.



**HOTEL ASTOR**  
44th to 45th Sts. on Broadway  
Judson 6-3000

21 meeting rooms, for 15 to 3000 people. Includes the largest ballroom in New York. 750 air conditioned rooms, each with radio and television.

**HOTEL**

**HOTEL**

# ASTOR MANHATTAN

NEW YORK

ZECKENDORF HOTELS • FRANK W. KRIDEL • EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER

George Beeken, advertising manager, whose responsibility it is to evaluate and screen shows for his company, estimates that Friden receives presentations from at least 300 show groups each year. Friden exhibits annually in up to 100. On what bases does the company make its choices?

About 10% of Friden's substantial advertising budget is allocated to shows. It is important that this money be wisely spent to most effectively introduce and promote the company's

machines to help to build sales and retain customers. To achieve this, the advertising department has developed over the past 10 years a system of evaluation, control and implementation which, Beeken and R. E. Busher, vice-president in charge of sales, believe is doing all that could be expected to take the guesswork out of exhibiting.

The system involves use of a sheaf of simple but explicit forms issued by Friden's advertising department, and a card file to cover the past 10 years

of the company's experience with business and trade shows. It calls for the active and conscientious participation of many departments—particularly of the sales department and its district and local office personnel.

Primary breakdown into business shows the trade shows places in the former category and industry's own show, annually held, Office Equipment Manufacturers' Exhibits, Inc. (IEME), a subsidiary of Office Equipment Manufacturers' Institute. This is a comprehensive show held usually

A COMPLETELY INTEGRATED EXHIBIT SPECIALIST FOR TRADE SHOWS, SALES MEETINGS, SPECIAL EVENTS AND CARAVANS

**DYNA-GRAPHIC DISPLAYS INC.**

3

4

5

CARROLL STREET BROOKLYN 31, N.Y. ULSTER 5-8400



in a key city such as New York or Chicago. National Office Management Association (NOMA) comes under the same head both for its big annual show, put on in different areas of the nation each year, and for regional NOMA exhibits held at various seasons all over the country.

In the trade show group are included such bodies as American Bankers Association (ABA) which holds a combined social and business convention with exhibits each year on a national scale, plus many regional shows. National Bank Auditors and Comptrollers is another important example of the trade show. At other extremes are American Society of Civil Engineers, and Pacific News-paper Mechanical Conference.

Presentation of every show committee or organization is given careful consideration (and some send voluminous material with their announcements). A file folder is made for each.

#### First Screening

First screening is done by the advertising department, in consultation with sales where necessary, to decide whether or not the field represented by the organization holding the show is: (1) a market to which Friden would be selling equipment, and (2) whether the company has something of specific interest or application to the trade in question. For example, calculators are sold to nearly everybody. (Plumbing contractor and drug store chain would use the same sort of machine.) Beeken points out, "Unless we have some specific application to demonstrate we do not feel that we should go to the expense of participating in the exhibit of a particular trade show."

A visible card index is maintained in the advertising office on all shows in which the company has participated during the past decade. When an announcement of a projected show comes in, the card for the given organization is attached to the announcement and routed to Beeken's desk. He reviews the history of past performance to determine if the experience was sufficiently good for the show to be considered during the current year.

Data for the card record is obtained in several ways. First is a standard questionnaire which is sent to local Friden offices responsible for the exhibit. This asks: Was the show well attended? Which Friden products attracted most attention? Did you obtain any orders or leads? If you demonstrated or gave information to prospects from other localities, did

In Chicago...

## MOST MAJOR EXHIBITORS

know the extra "sell" and savings by showing in AMERICA's heart-land . . .



exhibitors and conventioners know that the savings in travel by using Chicago's great Amphitheatre . . . plus the convenience of adequate hotel facilities . . . make budgets stretch farther and produce more dramatic sales results!

## There is No Reason Why . . .

Your Very Next Convention or Sales Meeting Should Not Be in The Internationally Famous

## International Amphitheatre

Chicago . . . the convention city . . . is the natural spot for your next meeting. The International Amphitheatre has the facilities to accommodate meetings, conventions and exhibitions of any size.

- 585,000 Sq. Ft. Exhibit Space
- Air Conditioned Arena Seats 13,500
- New Public Address System
- Parking for 7,500 Cars
- Individual Halls 4,000 to 180,000 Sq. Ft.
- 15 Minutes from the Loop

Direct Your Inquiries To  
M. E. Thayer, General Manager

Meetings?  
Any Size } Many Smaller Rooms Available . . . Adjoining Nationally Famous Restaurants



Adjoining the Amphitheatre . . .

## Stock Yard Inn

A charming atmosphere housing some of the world's most famous restaurants. Complete facilities for sales meetings, banquets and special dinners for groups of 25 to 800. It will pay you to write for literature, plots and banquet menus.

Direct Inquiries To  
Mr. Robert Foss, General Manager

## International Amphitheatre

42nd and Halsted • Chicago 9, Illinois

you send the names of those prospects to the Friden managers who will be able to contact them? What is your estimate of the value of the show to you? Was it worth-while? Do you have any suggestions as to what might have been done, either by us or by the Exhibit Committee, to improve results? Recipients of the form are required to fill it in and return to headquarters, Leandro, Cal., immediately on conclusion of the show before details are forgotten.

A division manager and/or an assistant division manager usually contributes a personal evaluation. Four

each of these division managers and assistants are in charge of branch offices. They drop in at exhibits in their areas whenever this is possible and report their impressions directly to sales manager Busher who passes on the gist of the report to the advertising office.

#### Try To Be Fair

To assure evaluations being absolutely fair, all manner of circumstances that influence the effectiveness of the show are taken into consideration. This includes weather, any un-

usual conditions peculiar to this occasion (such as unavailability of optimum accommodation or the need to split the event between two hotels). History of Friden's own local manager with respect to exhibits also is considered—a manager may have a record of never or rarely having successful exhibits, in which case the trade organization might get the benefit of the doubts.

With all facts weighed carefully, a show is then rated as "Poor: do not re-enter", "Fair"; "Good"; and "Very Good".

An expense sheet is kept on each show held. This is kept in the file for the show along with any pertinent correspondence. The file for the previous year is accessible for comparison and reference. Cost information required includes space cost, shipping expenses, other expenses, advertising literature, labor, electricity and so on. It is made as complete as possible.

Space is provided on each expense sheet for comment. Sales manpower is not included in this form but is very seriously taken into consideration. One, two or more salesmen are sacrificing three days of their normal selling time to demonstrate and talk with prospects at the show. Was it worth



### They convened here 200 years ago

In Colonial Williamsburg, two centuries and more ago, the gavel brought to order many an historic meeting. And today, conferences of many kinds continue this time-hallowed tradition.

Now, air-conditioned meeting facilities and modern hotel rooms add a 20th Century flavor to the pleasures of doing business. There's plenty for the ladies to see and do in historic Williamsburg, too. And after business—tennis, golf, and swimming for everyone, and sightseeing in the famous buildings and shops of the restored colonial city—a living pageant of American history.

Set your next convention here. At the Williamsburg Inn, Lodge and The Motor House, 535 rooms, superb facilities, and the atmosphere of leisurely charm, form an ideal setting for meetings of 10 to 400 persons.

# Williamsburg

VIRGINIA

INN • LODGE • THE MOTOR HOUSE

For booklet and information write: William E. Bippus, Manager of Hotel Sales, Williamsburg, Virginia, or call New York—PLaza 5-9747, Washington—Executive 3-6481; Chicago—MOhawk 4-5100.

**Never Before!**  
A BEACH RESORT  
designed EXACTLY  
FOR YOUR  
Executive • Sales • Promotion  
**CONVENTIONS**  
up to 225

#### ALL NEW COMPLETE Convention Facilities

- AUDIO-VISUAL SYSTEMS
- PRIVATE MEETING ROOMS
- DELUXE SUITES
- BANQUET AND CARD ROOMS
- DISPLAY AREAS

Write Or Call

**FAR HORIZONS**

ON THE GULF

SARASOTA FLORIDA

FUB 2163

it? is a pertinent question to evaluate any show.

To rate show fairly, Friden's management feels that it must do its part all along the line. To this end, there is meticulous attention to every detail of cooperation and close control of performance by all concerned.

#### Sales Mgr. Makes Decision

As soon as a decision is made to go into a show, Beeken makes up a form headed "Notice of Intention to Exhibit." Destined for the desk of Sales Manager Busher, this provides pertinent information relative to the amount of space required; name of the exhibit, location, date, estimated attendance, and names of machines to be demonstrated. Beeken adds, under the head of "Recommendation", his comments on what may or may not be expected from the proposed show, with either a strong recommendation to go into it, a qualified recommendation, or simply a statement of facts of evaluation. He leaves it to Busher to decide if his department is interested, or eager to participate. The sheet, noting final decision, is returned to Beeken for action.

Next step is a request for equip-

ment for exhibit demonstration. A form headed "Machine Request" is made out and sent to the Systems Division of Friden. This gives facts on the show, date, place, machine and model required, shipping instructions and deadline date, and routing information. A box is provided on the form for keeping track of the phases of the operation; and a space at the bottom for disposition of the equipment at close of show (whether to be retained in local inventory or shipped to a designated destination, plus the "must" arrival date and routing instructions). Copies of the form are

sent to the traffic manager and man in the advertising department in specific charge of show detail at headquarters.

Purpose of this form is to make certain required equipment is available; and then to alert the Systems Division to have it set up for whatever may be the desired specific application as called for by the nature of the show. For example, if it is a billing application, it is necessary to know the type of billing for correct programming. Also, certain auxiliary machines (such as Friden's Selectadata) might be indicated.

FASTIDIOUS SECRETARIES ARE ALL  
TAKING NOTE THAT SHOW SERVICE  
EXHIBITS, INC. HAS  
BEEN RE-NAMED



**EXHIBIT CRAFT, INC.**  
18-35 38th St. Long Island City 5, N. Y.  
Designers and Builders of Exhibits •  
Interiors • Models • Displays



## Space to spare

... 342,000 square feet of it!

Six permanent buildings like this one... provide over 342,000 sq. ft. exhibit space... at your convention "home" in Dallas' beautiful State Fair Park! Also, three auditoriums seating 200 to 4,000, free parking for 12,000 cars! Just 10 minutes from downtown Dallas noted for its different and interesting night clubs and restaurants, exciting theatrical productions, world-famous fashion shops, excellent hotels. Write for details to State Fair Park, P. O. Box 7755, Dallas 26, Texas.

**STATE FAIR PARK**



## Problem: FIT AN AIRPORT IN A 20' EXHIBIT



Reproduction of Control Tower interior for General Precision and the Federal Aviation Agency showing 180° photographic panorama of N. Y. International Airport behind tinted glass windows. Scene shifts from day to night with colorful display of landing lights, runway, markers, etc. Replicas of electronic equipment indicate actual conditions, and loudspeakers provide authentic sound background. Phones supply details and information.

**JENTER EXHIBITS, INC.**

230 EAST EIGHTH ST., MT. VERNON, N. Y.



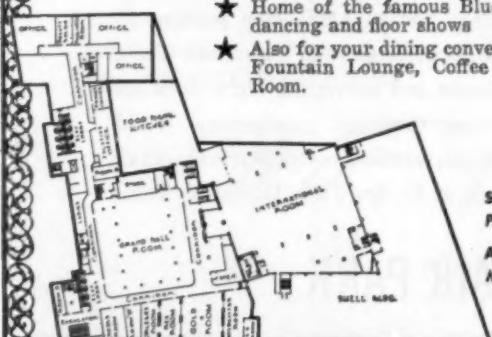
*In New Orleans—*  
America's Most Interesting City  
your convention business  
is a pleasure at the

# ROOSEVELT

100% AIR-CONDITIONED THE YEAR 'ROUND



- ★ 14 comfortable meeting rooms, seating 25 to 2,250 persons
- ★ The center of business, civic and social activities in New Orleans
- ★ Home of the famous Blue Room for dining and dancing and floor shows
- ★ Also for your dining convenience The Coffee Shop, Fountain Lounge, Coffee House and Plantation Room.



SEYMOUR WEISS  
President and Managing Director  
A. C. BELLANDE  
Manager

Now the local office in the city in which the show is to be staged is sent a form letter to assure its full cooperation and support. This covers instructions on handling of display equipment, and an 11-point "Do-These-Things" list. The latter might be said to constitute a short course in putting on an exhibit and meeting all contingencies likely to be met.

Next a list of available exhibit literature pertinent to the show is sent to the local office. Although literature carries a price, no charge is made for it.

### Diagram for Local Office

A diagram is then made to show the local office exactly how equipment is to be placed in the space purchased. Diagrams are especially drawn for each separate exhibit. There is a good reason for this, to contribute to effective use of space and subsequent fair evaluation of results. Beeken explains: "We have found that most local office managers will try to crowd too much equipment into a given space. This is poor economy and far from skillful exhibit practice. By providing a diagram guide, local managers are educated to a more sophisticated technique of display."

Display backgrounds are furnished from headquarters or from one of two warehouses of display companies which are authorities on inspecting and maintaining such materials in prime condition. Friden usually keeps the display backgrounds in the eastern (Pittsburgh) and western (San Francisco) extremes of the country. Objective of having backgrounds taken care of in this way is so that they always will be shipped out in perfect shape for immediate set-up. Only exception to this procedure is if a very short interval is to occur between two shows calling for a certain background. In this case, instructions would be issued to ship from one show to the next. This is done only if the time element makes it mandatory, since shipment from show to show often means arrival of materials in imperfect condition, with consequent delays in the set-up schedule.

To tie the entire show programming together, a file organization sheet is kept in the headquarters office. This is so designed that, when filled in, it shows at a glance what is done or not done and the next step to be followed all the way from the beginning to the end of the show.

To keep track of equipment, an inventory form is sent to each office handling a show. Form is sent when shipment is made so that the receiving office may make an inventory of

Have marvelous facilities, will arrange ideal convention

Wire: Jim Stahlbaum



# Sheraton-Palace Hotel San Francisco

A world-famous hotel located in the heart of one of America's most cosmopolitan cities — what better spot for your next convention. Home of the new Tudor Room at the Palace Corner, the world-famous Pied Piper Bar and the fabled Garden Court, the Sheraton-Palace has been host to Kings and Presidents in its illustrious history. It would be glad to accord the same royal, unexcelled service to your next convention. Facilities are many and flexible — see how they fit your needs: →

All in all, the Sheraton-Palace has twenty-one conveniently arranged function rooms with prime exhibit space and equipment, such as public address systems, movie screen and podiums — yours for the asking.

**For further details** write Mr. James Stahlbaum, Sales Manager, Sheraton-Palace, San Francisco or Mr. Paul Mangan, National Convention Manager, Sheraton Hotels, 2660 Connecticut Avenue, NW, Washington, D.C.

MAIN FLOOR					
Room	Size	Banquet	Dinner Dance	Meeting	
Garden Court (By special arrangement)	106 x 58	950	700		
Rose Room	106 x 46	500	350	670	
Concert Room (Rose and Concert Rooms)	88 x 32	270	170	400	
		(900)	(600)		
Gold Ballroom	96 x 50	520	380	700	
Sheraton Grill	108 x 48	500	350	670	
Parlor A	38 x 22	90		120	
Parlor B	16 x 22	25		40	

SECOND FLOOR					
Room	Size	Banquet	Dinner Dance	Meeting	
Comstock	66 x 29	190	100	275	
California	22 x 40	90	64	126	
English	34 x 22	50	30	100	
French Parlor Upper	59 x 21	100		125	
Lower	44 x 19	90		100	
Royal Suite (260-2-4)		20	Hospitality use — 150		
251	15 x 20	20		46	
253	16 x 18	20		45	
285	46 x 21	90		126	
281	15 x 16	14		20	
256	32 x 14	50		75	
261	14 x 15	12		18	
257	30 x 15	45		75	

**SHERATON HOTELS** — Coast to coast in the U.S.A., in Hawaii and in Canada

# AN IDEAL CONFERENCE CENTER

## CONFERENCES OF 20-100 PERSONS

### CONVENIENTLY LOCATED

Only 45 minutes from New York City

### EXCELLENT FACILITIES

Private function rooms to suit your needs.

### GOLF & TENNIS

18 hole championship course, 3 fast clay tennis courts, Olympic size pool.



## dellwood country club

new city, new york • new city 4-4626

For complete information call or write

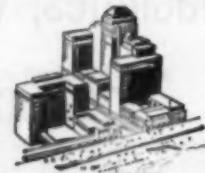
Mr. LEE WILLS, MANAGING DIRECTOR

DELLWOOD CONFERENCE CENTER — NEW CITY, N.Y.

*Your Inspection  
Is Cordially  
Invited*

### FRINGE

Companies that hold their annual sales meeting here should list that fact as a fringe benefit.



### CHALFONTE HADDON HALL

on the Boardwalk, Atlantic City, N.J.

Leeds & Lippincott Co. . . . Progressive Innkeepers for 70 Years

Write for illustrated folder

### EXECUTIVES

R. W. LEEDS • JOSEPH I. McDONELL

J. H. LIPPINCOTT, JR. • E. D. PARRISH

ELLSWORTH SOOY • DORIS SEARS • I. L. HAVERLY

LAWRENCE B. RAUGH • JAMES E. KNAUFF

To get things done... and have more fun

COME TO POINT CLEAR.

YOUR PRIVATE PLEASURE-LAND!



- Home of Lakewood Golf Club, scene of network TV matches.

- Variety of meeting rooms

- Magnificent pool, deep-sea cruisers

Distinguished cuisine and service, plus luxurious comfort and the privacy of a 350-acre estate have established Grand Hotel as a favorite resort for discriminating guests. 100% air conditioned. Add to these features the finest of meeting rooms and you have all the facilities you could ask for a successful, enjoyable meeting! Available all year, except March and April.

Maximum 200 persons (120 double rooms and suites)

For Convention Information Kit, write James M. Pope, Resident Manager

### GRAND HOTEL • POINT CLEAR, ALABAMA

Murray Stevenson, Vice President

Owned and operated by Southern Industries Corporation, Mobile, Ala.



### Jack Daniels Grove Park Inn and FAIRWAY MOTOR LODGE

200 LOVELY GUEST ROOMS WITH MOUNTAIN OR GOLF COURSE VIEW, OUTDOOR DINING AND DANCING ON THE TERRACE. COOKOUTS AT THE BARBECUE GROUNDS, SQUARE DANCES, SWIMMING IN OUR BEAUTY-LOCKED POOL. GOLF AT OUR FRONT DOOR.

SIX MEETING OR BANQUET ROOMS WITH CAPACITY FROM 600 DOWN TO 35  
ASHEVILLE, NORTH CAROLINA



TWX AV 59

GEORGE J. STOBIE,  
Vice-President — Sales



MRS. M. R. COURTNEY,  
Sales Manager



When business is the order of the day, we provide meeting rooms plus an experienced staff to relieve you of every detail. But when relaxation time comes, we really shine! A beautifully terraced swimming pool, tennis courts, nearby riding stable . . . or, in winter, our own T-bar skiing, skating and sleigh riding. Your inquiry is cordially solicited.

Facilities  
for up  
to 150  
people



Lac Beauport 30, Quebec  
Victoria 9-4468

In New York: Utell International, Plaza 7-2981  
In Toronto: Utell International, Empire 6-3313

each piece as it arrives with a report on the condition in which it is found. After the show has been held, this is returned to the advertising office. Object of this report is to apprise headquarters of any damage sustained by equipment in transit—where, when, how, whether on outgoing or return trip. This is mainly for insurance purposes.

There are times when a local office rather than Friden headquarters would receive a presentation on a forthcoming show with invitation to participate. Before making a response, the local manager must fill in a form known as Exhibit Check List (Local and Regional Exhibits) to give complete information on it—if he desires headquarters to provide help of any sort. This is part of the evaluation and control system. Card file may reveal that previous years' shows of the organization in question were unproductive. It is possible, with such exchange of information, to keep local managers fully informed on projected shows they might otherwise enter blindly.

#### Screens Out Poor Shows

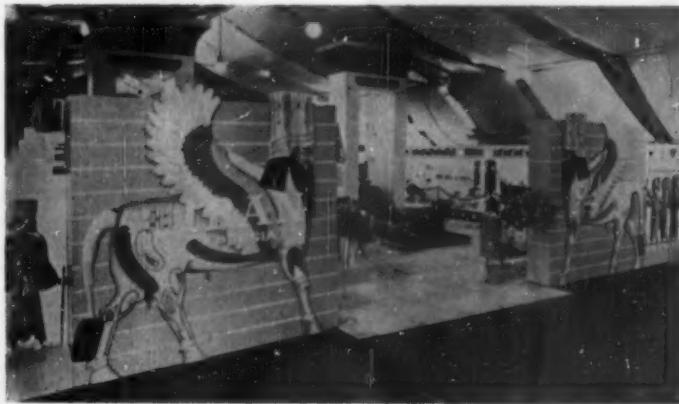
Perfected and tightened up over the years and with a decade of experience on a wide variety of business and trade shows, Friden management has found that its control program definitely has resulted to

screen out the shows that have proved unproductive for its products. Those weeded out might give excellent results for other businesses. Beeken makes a point and adds, "Where there are extenuating circumstances for failure, an organization is given another chance.

Value of a continuous record is not that it dictates any mandatory decisions, but permits balanced evaluation from year to year. Maximum use of the business and trade show as a sales tool is the result, plus a considerable saving of money often aimlessly squandered because a company has no basis for saying "no" when asked to exhibit in a given show.

"Greatest saving," Beeken emphasizes, "is in salesmen's time—by far the biggest item in trade-show participation."

While objective of the control system is to avoid unproductive shows there are times when, regardless of the record, a company cannot afford to stay out. This is usually when it is known that major competitors will be represented and the absentee would suffer by conspicuous absence. Even in such case the continuous record may be of positive help. It provides arguments for obtaining advantageous space in competition with other companies. "It also helps us to know whether our own equipment is interesting visitors to the show as keenly as it should," Beeken adds. ♦



#### Iran Wins Exhibit Award

**FIRST PLACE** award for excellence in design of a national pavilion at International Trade Fair, Chicago, went to Empire of Iran. Award was made by Industrial Designers' Institute. Exhibit was designed and built by Hartwig Displays, Milwaukee.

IT IS WELL KNOWN IN THE BETTER FIREHOUSES, THAT SHOW SERVICE EXHIBITS, INC. HAS BEEN RE-NAMED

## EXHIBIT CRAFT, INC.



### EXHIBIT CRAFT, INC.

18-35 38th St. Long Island City 5, N. Y.  
Designers and Builders of Exhibits •  
Interiors • Models • Displays

#### YEAR-ROUND CONVENTION-LAND!



# Sunset



KICKOFF luncheon to introduce U.S. Steel's advertising and promotion campaign to begin in magazine. Western canning and packaging executives attend.



NEW service from Hawaii to Tahiti is introduced by South Pacific Air Lines to reps of other carriers, since most business will be "interline ticketing."

Magazine headquarters turned into meeting hall with unusual background—indoors and out.

ONE SPOT for selected sales meetings in the West is a far cry from the typical resort, hotel or convention hall usually picked for such gatherings.

It's the sprawling, suburban headquarters of Sunset magazine, Menlo Park, Cal., about 35 miles south of San Francisco.

According to Bill Lane, magazine's publisher, the headquarters building was designed to provide a working office in a suburban area that would enable editors to live the kind of life they wrote about and report accurately and intimately on aspects of Western building, foods and entertaining, gardening and travel.

#### Public Relations Value

Type of building and grounds which resulted from this need to have a "laboratory for Western Living" has proved to have a "public relations value beyond all expectations," says Lane.

The Sunset "plant" has been visited and pointed out by many newspaper articles as an example of how certain types of industry can be brought into a suburban city and with well-landscaped grounds become part of an "industrial park" which blends in with its suburban surroundings without detracting from the essentially residential quality of the neighborhood.

Then with its Pacific Coast Gardens and experimental gardens, test kitchens designed to duplicate equipment actually used in most readers' homes, and with its unique layout, the headquarters building has been a popular spot for visitors since it was built. Five hostesses now conduct tours every weekday. Sunset building is on several Grey Line tours, and visits to Sunset have proved a popular item on programs of garden clubs, women's clubs, and groups from all over the West. It also is frequently included on the program of activities for wives of businessmen who attend conventions in the area.

It wasn't long before advertisers,

# Supplies Site to Advertisers

too, discovered that the facilities at Sunset were uniquely suited to certain types of meetings.

## Can Serve 50 People

The secluded patio barbecue area, in a separate wing away from the business activity of the magazine, is equipped to serve about 50 people at luncheons. Adjacent conference room, separated by sliding glass doors from a spacious lawn and gardens, can handle about the same number. Furthermore, the typically "Western" flavor of the ranch-house type building and identification of Sunset's headquarters with the West, makes it an ideal gathering place for Western regional sales meetings of both Western and national companies, as well as for gatherings of company executives and retailers who sell their products. An air of businesslike informality provides an ideal setting in which to conduct an uninterrupted meeting in a quiet suburban setting.

## Limited to Advertisers

"Naturally," says Lane, "our facilities are in actual use by our working staff much of the time. Kitchens and barbecue area are in constant use to prepare and test recipes that will be used in the magazine, and our conference rooms are in frequent demand by our own staff." For this reason, he explains, the facilities of Sunset as a meeting place have to be limited to advertisers, and even then the magazine can accommodate only a couple of dozen requests a year.

Often advertisers draw on the experience of Sunset editors and research and marketing personnel for



**MAGAZINE** caters a complete Japanese menu from Sunset kitchens and provides traditional kimonos for guests who attend Kikkoman International meeting.



**H. J. Heinz Co.** schedules sales meeting in Sunset's conference room. Company sent display materials and visual aids to magazine in advance of meeting.



**RECREATIONAL** "break" at sales meetings can be taken on Sunset's 18-hole putting green (installed for employees' use.)

COMPLETELY AIR CONDITIONED



Wesler T. Keenan, Gen. Mgr. Offices: New York, Murray Hill 6-0130; Chicago, W.Hitehall 4-7077; Detroit, Woodward 2-2700; Washington, D. C., FEDERAL 8-8330; Miami, Plaza 4-1600; Atlanta, JACKson 4-3480; Toronto, Ont., EMpire 3-1648.

The 'Pick' of PITTSBURGH



SIXTH STREET AND PENN AVENUE

- 600 Guest Rooms and Executive Suites
- Completely Air-Conditioned

AN ALBERT PICK HOTEL



Newly Remodeled Facilities for

- CONVENTIONS
- MEETINGS
- PARTIES
- BANQUETS

9 function rooms, including newly remodeled Ballroom, offer ideal accommodations for as many as 500. Write for full details or

Phone Atlantic 1-3700  
Teletype PG-356

E. A. Leach, Manager  
Dean Phillips, Sales Manager

MEETINGS CLICK  
IN PUERTO RICO!

A gracious setting for your  
next meeting



Condado Beach Hotel

SAN JUAN, P. R.

... or an hour's drive  
into the cool  
green hills



el Barranquitos

BARRANQUITOS, P. R.

At either of these fine hotels...

- Time to think and talk
- Time to relax—swimming and sports
- Excellent facilities... sensible rates

For all details:

UTELL INTERNATIONAL  
160 Central Park South, New York 19

CONDADO-CARIBBEAN HOTELS, INC.

WHERE  
BUSINESS  
MEETINGS  
ARE A  
GENUINE  
PLEASURE!



Gulf Hills

DUKE RANCH & COUNTRY CLUB  
OCEAN SPRINGS, MISS.



SECLUDED YET CONVENIENT

So secluded folks can't stray from meetings, yet complete facilities offer wonderful fun between meetings and after hours.

18-hole golf course, fishing, swimming pool, horseback riding, tennis, shuffleboard and other sports... plus wonderful meals... all included in one low rate, \$13 to \$16 per person.

Write or phone for complete information on  
BUSINESS MEETING FACILITIES

Dick and Gladys Waters, Proprietors  
Ralph G. Deuel, General Manager

Chicago, NATIONAL 5-8200  
Phone—Ocean Springs, Thrifty 5-4211

*The Maxwell House*  
Hospitality  
SOUTHERN STYLE

Convention headquarters in the heart of Dixie accommodating groups from ten to six hundred  
All air conditioned sleeping rooms and function rooms

Write for Rates and Brochure to

**THE MAXWELL HOUSE**  
Fourth and Church Streets  
NASHVILLE, TENNESSEE

Phone ALpine 5-2112

their meeting at the magazine. Langfield Frozen Food Company, for instance, provided the food for such a gathering, at which both company executives and Sunset food editors were present. Purpose of the luncheon was to demonstrate the Stauffer line of frozen foods for which Langfield is West Coast distributor, and to record opinions of Sunset's editors as to the appeal of the line to the Western consumer.

#### Imaginative Meeting

One of the elaborate and imaginative "dealer" meetings held at the magazine in recent months was the "concours d'elegance" sponsored by British Motor Cars Ltd., San Francisco. Key Western dealers were each invited to drive a different late-model British car to Sunset and to invite as a guest the automotive editor of his local paper. At the same time the new 3.8 model Jaguar was introduced to the editors. Cars were parked along the gravel walkway surrounding Sunset's circular two-acre lawn, and the magazine's photographers were on hand to offer press service to local editors and dealers present. The meeting resulted in good publicity at the dealer level and also served to acquaint dealers with Sunset advertising that was backing them up at the regional level.

Sunset conducts an extensive promotional campaign at the retail level and maintains direct contact with Western retailers in all of its editorial fields. For this reason it is often an ideal contact for a company that wants to talk to retailers in one of these fields. South Pacific Air Lines took advantage of Sunset's facilities when it introduced its new service between Hawaii and Tahiti in April of this year. Realizing that it would be quite dependent on other lines that service Hawaii for "interline ticketing," South Pacific made arrangements with Sunset to invite representatives of other carriers to Menlo Park. Purpose was to explain details of the new service and how it would participate and tie in with the overall carrier service in the Pacific area. At the same time, visitors were exposed to the magazine advertising that would back introduction of the new service in the West.

#### Users Like It

Advertisers who are successful in arranging a Sunset meeting tell Lane that the affairs have helped them immensely to cement relations with their Western sales forces and/or the men who sell their products. ♦



In NEW YORK CITY

IBM EASTERN AIR LINES Swift  
Inco Nickel NBC Seagram's

Honored by great organizations of America...

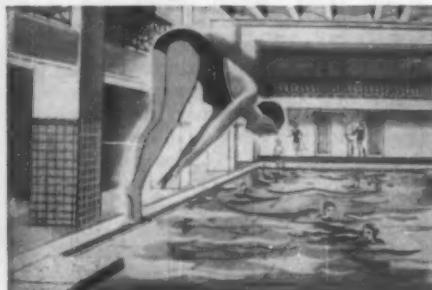
## For Service Beyond the Call of Duty



- **Personalized attention:** Your first contact at Henry Hudson becomes your group's very own *aide de camp*, to guide you through your stay at the Henry Hudson, to take care of *everything*.
- **Choice location:** steps from the Coliseum, a short walk to Times Square, Radio City.
- **Complete Facilities** for groups of 10-1,000, with largest banquet-meeting space of any hotel in the Coliseum zone.
- **1200 choice guest rooms:** your group can *stay together* when you hold your function at the Henry Hudson.

## HENRY HUDSON HOTEL

353 West 57th Street,  
New York City



Available to our guests: The newest, most modern Vic Tanny's Private Gym and Health Club. Swimming pool, men's and women's gymnasiums, steam rooms, massage facilities all located on premises. For details and special group rates, direct inquiries to: Mr. Frank W. Berkman.



ROOKIE Marshall Balter and senior rep Ed Berger exchange quips during Hickok show.

## Rocket Through Time to See New Line

Hickok salesmen don blinking space helmets for imaginary trip to Golden Ages. Home-grown talent and simple props put sparkle into product introduction—followed by down-to-earth sessions.

IT WAS OBVIOUS that man in space was to be theme of Hickok Manufacturing Company's recent sales meeting. But Hickok pulled a switch. Instead of taking its 150 salesmen and executives into the future, the Rochester, N. Y., men's accessories manufacturer "rocketed" them back in time.

As each Hickok representative arrived for the first convention session at the Hotel Osteo, Cooperstown, N. Y., he was directed through a narrow draped entrance into the "rocket space capsule" ballroom.

Attendees were given space helmets with a battery-operated flickering dome. Men slipped into the sales convention mood with the impact of the staged environment. Once seated in folding chairs affixed with safety belts (a Hickok automobile product), the room was plunged into darkness. From the stage, a space pilot's voice wel-

comed guests with, "This is your captain speaking . . ." Simultaneously, a rocket cockpit scene on stage was illuminated to reveal the pilot and co-pilot (both firm executives). Salesmen were told to fasten their safety belts, turn off their space "yahmulkas" (helmets) and prepare for blast off. (Pilots kept copies of the script on their laps. Actually, they were sitting on folding chairs with a mock control board propped on music stands before them. They read the script over the loudspeaker system.)

Blast off was simulated via film clip (from the local TV station) of an actual rocket launching. Film was projected on a stage screen to help salesmen feel as though Hickok were taking them into the stratosphere. Now airborne, the pilots took over the drama action to bridge a series of stage vignettes: Elizabethan England, Renaissance Spain, Imperial Rome



# GIVE WINGS TO YOUR CONVENTION **FOR THE ATTENDANCE OF YOUR LIFE! ★★★**

You name the time and place of your convention—and let Northwest Orient Airlines help make it a big success.

Northwest will mail promotion literature directly to your convention prospects, for a starter. Then, special flights, special menus will provide the important "extras" that build convention spirit!

Regionalized, pre-arranged ticketing, pre-arranged ground transportation,



leave more time for business, more time for pleasure. And pre-and-post convention tour planning, helpful hotel and sightseeing information can make yours the most pleasant convention ever!

**NORTHWEST**  
*Orient* **AIRLINES**

COAST TO COAST • FLORIDA • HAWAII • CANADA  
ALASKA • THE ORIENT



Want more facts  
on building your convention  
attendance? Mail the  
coupon today!

CONVENTION BUREAU,  
NORTHWEST ORIENT AIRLINES,  
1885 UNIVERSITY AVE.,  
ST. PAUL 1, MINN.

**YES, WE'D LIKE MORE DETAILS ON  
BUILDING OUR CONVENTION ATTENDANCE**

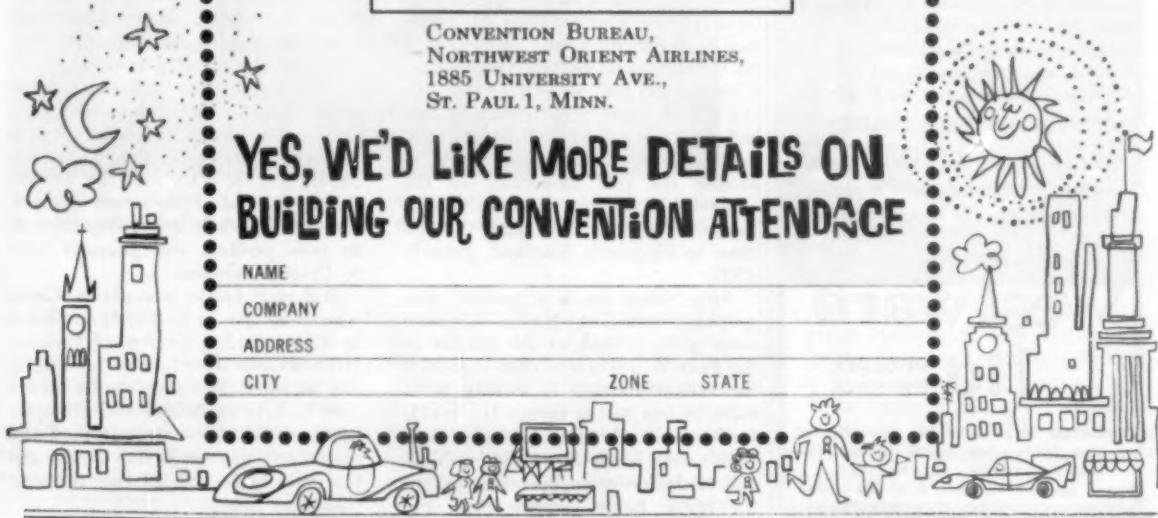
NAME

COMPANY

ADDRESS

CITY

ZONE STATE



DETECTIVES ON THE PROWL  
EVERYWHERE, HAVE EVIDENCE THAT  
SHOW SERVICE EXHIBITS, INC. HAS  
BEEN RE-NAMED

## EXHIBIT CRAFT, INC.



### EXHIBIT CRAFT, INC.

18-35 38th St. Long Island City 5, N. Y.  
Designers and Builders of Exhibits •  
Interiors • Models • Displays



An entire floor of meeting rooms (one of which seats 1500); resort atmosphere with in-town convenience; superlative food in a choice of restaurants; free in-and-out parking; year around air-conditioned—all with business-budgeted European plan rates.

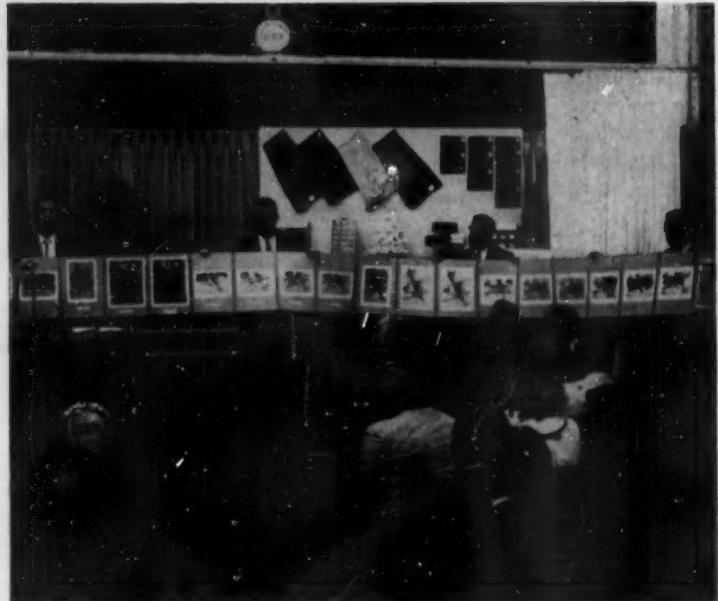
*Great for Groups—the Southwest's most complete facilities for group meetings, conventions, etc., any time of the year.*

HOTEL

## Westward Ho

PHOENIX,  
ARIZONA

REPRESENTED BY — Glen W. Fawcett, Inc.,  
Los Angeles, San Francisco, Seattle, Portland, Dallas,  
Robert F. Werner, Inc., New York,  
Chicago, Boston, Washington, D. C. and Toronto



REVIEW of ads through the years visually tells sales reps scope of Hickok's campaign to promote sales for more profits to both company and sales reps.

and even back further to the classical days of the Greek Empire.

Reasons why these four particular periods were picked is simple: Hickok's new line uses designs from these eras. Ray Hickok believes, "We who live today, are creatures of the events and personalities which have preceded us. We are products of this historic thrust. There are four principal Golden Ages in the thrust. From them come our laws, our architecture, our music, our concepts of right and wrong."

Hickok's simulated flight to these important times was at a rate of 12 miles per second/second until the space rocket reached a velocity of 19.2 trillion miles per hour. Pilots announced the intended flight plan is an elliptical orbit centered on Proxima Centauri (closest star to earth) only 4.15 light years away or 25 trillion miles. With such flight jargon and occasional operating instructions "to release the pile moderator on the spaceship's reactors another notch," salesmen were guided back through time to Plymouth, England, June 9, 1537.

After pilots made a perfect geographical sounding, Hickok salesmen were given a look at the insides of the Four Winds tavern (first vignette). Sir Walter Raleigh is making overtures to one of the tavern bar maids for her favor. He offers her coins, then jewels until finally Sir Walter's ribbon and medallion garter seems to delight the lady. Being discrete men, the

pilots bow out of merry England to allow its people to advance towards Hickok's era.

### Chris Columbus Next

June 9, 1491—Hickok salesmen next look in on Christopher Columbus assuring the Queen that if she supplies ships, he will sail to far off Indies to claim them for Spain. The Queen says with taxes and cost of living what they are, she can not afford such a venture. Columbus suggests she give him her jewels to finance his voyage. To the conventioneers disappointment, the space ship's periscope fails to pick up whispers between Chris and Queen, so the pilots reset their instruments for Emperor Nero, 220th year of the city in 42BC.

Roman vignette relives a most probable scene in the emperor's rather peculiar life. With some question as to his mental stability, he is seen calling his secretary into the garden. Before the rest of the action can continue, the Hickok space ship slips off its time position and journeys back to Classical Greece.

Suffering battle wounds, a Greek warrior returns to his family residence in Athens during the Age of Pericles. His wife asks if he had an interesting day at work. She suggests he take a nice bath to relax him and promptly begins to disrobe him. Refreshed and revitalized, she sends him out to cut the grass. (Life was not very different then than now.)



**COSTUMES** depict the four "Golden Ages of Man" presented in show. Employees acted out a series of vignettes in a make believe flight backward in time.



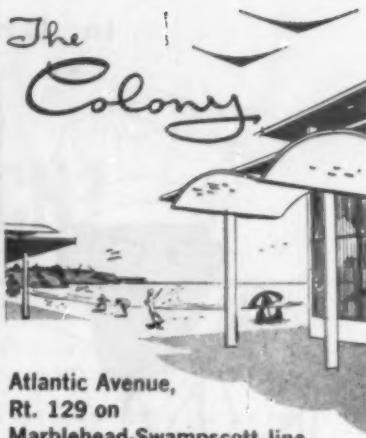
**DRESSED** in costumes of Imperial Rome era, employees pantomime comic scene in which Nero frolics with his secretary in the palace garden (time: 42BC).

#### Used Own Talent

Vignettes were acted out by regional managers and Hickok secretaries. With each time scene, a slide projector was used to flash onto the stage screen stills of merchandise that embodied style trends of that era.

Use of company personnel to write

pre-built in Rochester, disassembled and numbered for shipment to Cooperstown. A staff of four, two carpenters and two electricians, reconstructed sets during the afternoon prior to opening of the convention. Costumes for the space drama were drama, design stage and act out script reduced convention costs. Props were



**Atlantic Avenue,  
Rt. 129 on  
Marblehead-Swampscott line.  
LYnn 3-6600.**

Ideally located on the Atlantic Ocean. A perfect setting for sales meetings, executive conferences, conventions, and training programs. 25-minute drive from the Boston airport. New England's most distinctive year-round hotel. Meeting room accommodations from six to 300 persons. Dining room, coffee shop, cocktail lounge, swimming pool.

*A good group.  
A good hotel.  
A good meeting.*



**The CLAYPOOL**  
INDIANAPOLIS, IND

600 superb rooms right downtown. Riley Room seats 1200 for meetings, 650 for banquets. Chateau, Florentine, Empire and smaller meeting rooms. Tavern, Plantation Rooms. Contact Sales Dept.

in CHICAGO



# It's EVERYBODY'S MEETING PLACE

... because the Sheraton-Blackstone  
meets the space, facilities and budget needs  
of every business group!

Well within your reach, the extensive facilities of Chicago's famous Sheraton-Blackstone Hotel. If you've settled for less, in the past, you owe it to your next meeting or convention to check costs and availabilities here. You'll see why, every year, the Sheraton-Blackstone is the site for so many meetings of all types and sizes, big-and-low budgets. For full information contact Dick Davis, Sales Manager.

- 12 function rooms, capacity 18 to 1,000
- Convenient Loop location
- Helicopter service from airports—16 minutes to the Sheraton-Blackstone via Meigs Field
- Entire hotel air-conditioned for your comfort.

## SHERATON BLACKSTONE

### HOTEL

*Home of the famous Cafe Bonaparte*

Michigan Avenue at Balboe • Douglass M. Boone, Gen. Mgr.

'20,000,000 SUCCESS

THE

# DEAUVILLE

CELEBRATES ANOTHER RECORD BREAKING YEAR!  
THE REASONS ARE CLEAR



**THE DEAUVILLE**, conceived as a magnificent convention-hotel, engineered in a.vance design, architecture and decor, offers the perfect setting for smoothly functioning conventions, regardless of size. This ultra-modern 600 room convention luxury hotel, occupying two blocks on the Atlantic Ocean in the Heart of Miami Beach, is an IRRESISTIBLE invitation to business, pleasure and relaxation for delegates and their families.

**THE DEAUVILLE CONVENTION HALL**, over 21,000 square feet of unobstructed floor space, comfortably seating 3,500 people theatre-style... accommodating 2,500 people banquet-style. Sound-proofed sliding walls can be partitioned into two or three more areas for smaller groups.

**AIR CONDITIONED! SOUND CONDITIONED! LIGHT CONDITIONED!**  
"Projectioneered" for conventions, SUPER-abundant for the most demanding display purposes. Heavy exhibits are handled by powerful elevators that can lift a truck HYDRAULICALLY from the loading ramp to the auditorium's stage.

**12 ULTRAMODERN COMMITTEE MEETING ROOMS FOR 50 OR MORE.**  
**20 SPECIAL ROOMS FOR SMALLER GROUPS.**

NUMEROUS Press Rooms and Work Shops, complete with telephones, typewriters for press releases. Projection Room with complete visual aid facilities.



35,000 SQUARE FEET  
OF EXHIBIT SPACE



Write, wire or phone  
**DICK ELTERMAN**  
Director of Sales

### PLANNED FOR PLEASURE

2 swimming pools, and 550 feet of private ocean beach—the Cabana Colony, putting greens and sun decks... for fun in the sun!  
2 magnificent night clubs, featuring great name bands and stars of Broadway and Hollywood!  
Miami Beach's only indoor ICE SKATING RINK... one of the many DEAUVILLE pleasure exclusives!

ON THE OCEAN AT 67th STREET • MIAMI BEACH, FLORIDA

rented from Brooks Costumes, New York City.

#### 40-Minute Production

Entire dramatic production took 40 minutes. Salesmen were returned to earth as the lights went on in the "rocket space capsule" ballroom. Four velvet-draped displays were revealed to show actual merchandise in Hickok's "Golden Age" promotion.

For the first time, Hickok men not only saw the new line for 1960, but were introduced to the five new Hickok domestic licensees who produce related products under the Hickok name. Special room was set aside to display the new Hickok products. Representatives from the licensee firms were on hand to help conduct sales seminars to hash over the 1960 line, product by product.

Entertainment now over, the remaining three days were for intensive group work with product managers. Lines had to be reviewed, problems discussed, selling techniques sharpened. These meetings were scheduled between 9 a.m. and 5 p.m., which allowed little time for play. Any leisure activity was done after hours.

#### Seminar on Advertising

One seminar reviewed Hickok advertising over the past years. Purpose was to show salesmen the extensive advertising campaign that is maintained to help them in their selling.

Following the seminars, a bit of nostalgia was added to the meeting when Tom Lanni, first salesman to be employed by Hickok over 50 years ago, spoke to the conventioneers.

At the sales convention, awards were given to outstanding salesmen. Top award went to 22 year-old Marshal Balter. Hickok management did not play up his achievement too big so that older salesmen would not become overly concerned with this "young upstart" who achieved the best sales record in just 10 months with the company. A graduate of Harvard University (B.A. in Economics), Balter covers the Albany New England territory.

Prior to his selling job with Hickok, the only experience Marshal Balter had was selling sandwiches to M.I.T. students. At the convention, he was given the award for the highest sales increase in a territory the past year. Ray Hickok, an advocate of young blood in business, feels that this man's top record is "not so spectacular for young people willing to listen, use the tools of advertising, and maintain the right attitude." ♦



When you exhibit, should you use a rifle or a shotgun approach?

If you answer "both", you are right. Your exhibit must be both rifle and shotgun. You need the proper balance of mass appeal and selection of prospects.

Too much "shotgun" (appeals for crowds) and your exhibit offers the genuine prospect little to help him select your products or services over competition. Too much "rifle" and you do not attract enough people who might benefit from your product or service.

We balance the fine details of exhibit effectiveness for many of the nation's "blue chip" companies — organizations where "pretty good" is not good enough.

Whenever you have the feeling that your exhibits are only "pretty good" (or perhaps not so good), why not have us adjust the "sights" on your exhibit "weapons".

*When only the best is good enough!*

**DESIGN-BUILT  
STUDIOS, INC.  
DESIGNERS AND BUILDERS  
TRADE SHOW EXHIBITS**

21-21 41st Ave.  
Long Island City  
(New York) 1, N. Y.  
STillwell 4-3400

***The Lawrence***  
ERIE, PENNSYLVANIA

If your convention attendance is diminishing — Consider Erie's PLUS factors for creating NEW interest. Seven miles of sand beaches, Amusement Park, Outdoor Theater Plays, Fishing, Lake Cruises, golfing, bowling — Mixed with 4000 rooms, banquet facilities to 2500 and our sincere desire to serve you — will lend the new look, guaranteeing a successful and pleasant convention.



Call Glendale 48871  
collect.  
Jim Gray  
Sales Manager



**SYLVANIA** stages message comedy for parts distributors in Chicago's 8th Street Theater.

## Show Tells Folly of Price Wars

**Sylvania invites distributors at Parts Show to attend theater.**

**Four performances by Broadway actors point out value of promotion. Script company written, show director is professional.**

SHOW BUSINESS can tell electronics parts distributors the folly in slashing prices to meet competition. Sylvania

Electric Products Inc., subsidiary of General Telephone & Electronics Corp., thought enough of the idea to

"angel" a four performance musical comedy, "Has anybody Seen My Profits?"



**LUCIFER** introduces himself as a management consultant who is going to solve Charlie's problem. Result is disaster.

**PRISCILLA**, still dressed as the siren Lucifer transformed her into, explains Sylvania promotion to TV repairman Gordon.



## Convention Circles Agree

In Washington, D. C., only the Sheraton-Park  
accommodates groups of all sizes

From 40 to 3000, whatever the size of your group, the Sheraton-Park has the banquet room, ballroom or meeting room tailored for you. And, your members will find it's sheer pleasure doing business in the hotel's relaxing resort atmosphere. The Sheraton-Park facilities include an outdoor swimming pool, ice skating rink, four tennis courts, 1200 outside rooms, all with air-conditioning, radio and TV, three fine restaurants for excellent dining at reasonable prices, new Olympia Cocktail Lounge overlooking the pool, ice skating rink and tennis courts plus another delightful cocktail lounge for meeting and entertaining associates. For complete information, contact Lewis M. Sherer, Jr., Sales Mgr.

**NOW OPEN**  
**Cotillion Room**  
**North and South**  
**FOR GROUPS OF**  
**450 TO 1200**

# SHERATON-PARK HOTEL

2650 Connecticut Avenue, N.W. • George D. Johnson, V. P. & Gen. Mgr. • Phone Columbia 5-2000 • Teletype No. WA-75

Show was part of Sylvania's activity at two-day Electronics Parts Distributors Show, Chicago. However, stage production was held apart from regular exhibits in the Conrad Hilton. Ticket holders needed only to walk to nearby Eighth Street Theater.

Tickets were mailed in advance to people who might attend the Parts Show. Theater approach carried many aspects of the New York Stage. "Playbills" for "Sylvania theater" were format copies of those distributed in legitimate theaters. Cast for "Has

Anybody Seen My Profits" was Broadway talent, too.

Sylvania contracted for a professional director-choreographer to manage of the six Broadway actors. His job was to work script, lyrics and actors into a polished Chicago premier. In addition, Sylvania's advertising department hired Design-Built Studios, Long Island City, to design the show set.

Design-Built created a scaled model for company's approval to eliminate the need for Sylvania's execs to

visualize blueprints. Set was constructed from approved plans in Chicago by local labor.

"Has Anybody Seen My Profits?" was written by William E. Levine, a member of Sylvania's advertising department. Considerable cost was saved through company's "home" policy to carry the bulk of creative work.

#### Plot Involves Distributor

Plot revolved around the A to Z Electronics Store, a fictitious distributor who faced a local price war. Robert Hall Electronics, down the street, recently had given a higher than customary discount by 10%. Charlie, A to Z proprietor, began losing customers immediately. He was deluged with telephone calls to cancel standing orders because customers were going over to Robert Hall.

Just as suddenly, Lucifer appears, disguised as Joe, who represents the Inferno Management Consulting Co. He announces all of Charlie's problems are solved with his plot to beat Robert Hall. Charlie is advised to grant an even higher discount. "Nothing doing," says Charlie. Comedy is



**not this...**



**but this...**

**FOR CONVENTIONS  
WITHOUT TENSIONS**

JUG END BARN . . . Where You Can  
"Roll-Up Your Sleeves"  
For Work or Fun

Jug End Barn . . . choice of some of the country's leading business names for Sales Meetings, Conventions and Special Seminars . . . groups up to 250. For your privacy and enjoyment, here are 1600 acres, exclusively yours, in the beautiful, relaxing atmosphere of one of the East's most famous and unusual resorts.

Let Jug End's Convention Office, tailor-plan facilities to meet your specific requirements . . . provide you with a healthful and quiet atmosphere for more productive meetings and more fun when it comes time to relax. "Down-Right-Comfortable" accommodations, hearty country foods, air-conditioned meeting room and charming, new Convention Center, accommodate 3,400 yds. 9-hole golf course and full resort sports facilities, including riding, swimming and the like. You name it, Jug End has it.

For specific details or descriptive material, call Mr. Paul E. Mills, Exec. Vice President

**Jug End Barn**  
GREAT BARRINGTON 37, MASS.  
Tel. 434



**AND BUSINESS TOO...**

At the Roosevelt Hotel you'll discover this happy mixture of business and pleasure . . . we plan it that way. Excellent meeting facilities for 20 to 700 persons . . . over 300 room accommodations and a staff of service-wise personnel spell effectiveness and satisfaction for your meetings.

For your hours of leisure . . . Jacksonville offers a wide variety of pleasures. Nearby beaches, swimming, fishing, historic spots and gay night life . . . all this and business too.

- FREE RADIO AND TV
- AIR CONDITIONED

**Roosevelt**  
HOTEL  
JACKSONVILLE, FLORIDA

Call, write / R. B. Neighbors, Vice Pres. & Mng. Dir.  
or wire: Gloria M. Frary, Director of Sales

**Glad to GREET you**

With complete facilities that assure a successful carefree meeting

With hotel or private cottage accommodations, fine food, interesting sports facilities, etc.

With personalized attention to good service and come-back-again hospitality

90 miles from Phila. & N. Y. C.

For information call our offices in: N. Y. - LO 5-1115 • Phila. - KI 6-1937 or write: EDWARD C. JENKINS

**THE SKYLINE INN** and Cottages  
MOUNT POCONO, PENNSYLVANIA  
at the Top of the Poconos

**PLAN TO MEET AT BEAUTIFUL**  
**MYRTLE BEACH**  
SOUTH CAROLINA  
"THE RIVIERA OF THE SOUTH"




ON THE PLANTATION COAST OF SUNNY SOUTH CAROLINA! TWO CHAMPIONSHIP GOLF COURSES WITH GRASS GREENS, FINE FISHING FROM PIERs, BEACH, BOATS, LAKES

Excellent Hotels, Motels & Apartments  
SPECIAL RATES OFFERED FOR GROUP MEETINGS AND CONVENTIONS FROM OCTOBER THROUGH APRIL  
Advise us your needs, number in group and dates of meeting. We'll give you fullest cooperation

CONVENTION BUREAU—CHAMBER OF COMMERCE—MYRTLE BEACH 55, S.C.

woven into plot by means of Joe's watch. Watch is used to hypnotize Charlie's 36-24-35 secretary, Priscilla. She is secretly in love with her boss. Trance induces Priscilla to cast off all modesty (and glasses) to "fondle" Charlie into doing what Joe directs.

#### Show Hammers Point

After moments of seductive passion scenes, Charlie discovers the real Priscilla for the first time and agrees to under-cut his competitor's price. News causes Joe to shout with joy as if Nero had just burned Rome. (Joe had secretly planned the price war.) For Charlie, things go from bad to worse. Price cuts and undercuts between Robert Hall and himself reach a point where they are giving 90% of their business away. Then "out of business" signs are ready to go up.

Near the end, moral is played up in the show. Sylvania hammers point that nothing can be gained by price cutting. Distributors get increased business only temporarily. As soon as competitor meets the cut price, customers return to the original proportion. Show messages gives distribu-

tors alternatives in the face a price war. Answer is to "promote, promote, promote!" Alternatives are to use Sylvania's local tie-in advertising, flashing signs and its quality decal for distributor windows. Price wars can be met with customer incentives.

Free merchandise may appear on the surface as discounts, but are really more profits for the distributor. Show suggest a program whereby \$50 in free parts be given away with every \$500 bought to off-set price competition. It is pointed out this is far dif-

ferent from a 10% discount. Throughout Sylvania's show, the single message is, "Don't cut prices, promote!"

While Sylvania had the good of its own distributors in mind, principle could be applied to the industry at large. Distributors could meaningfully watch show, no matter what make electronic parts he carried.

► Sylvania's exhibits at the hotel served as its Part Show headquarters to discuss individually with distributors products and market strategy. \*

# EXHIBITS EX 2-4600

**BRYAN-ELLIOTT  
COMPANY**

27-01 Bridge Plaza, North  
Long Island City, N.Y. 1

## DAYTONA BEACH RESORT AREA

Write  
CONVENTION COMMITTEE  
CHAMBER OF COMMERCE  
DAYTONA BEACH, FLORIDA

We'd  
like  
to tell  
you  
why



## Metropolitan MIAMI is the Magic City for Conventions

Write to CONVENTION BUREAU  
320 N.E. 5th St.  
Miami, Florida Dept. SM-A

SEPTEMBER 16, 1960

## Remember Your Last Sales Meeting?

### HOW WAS IT?

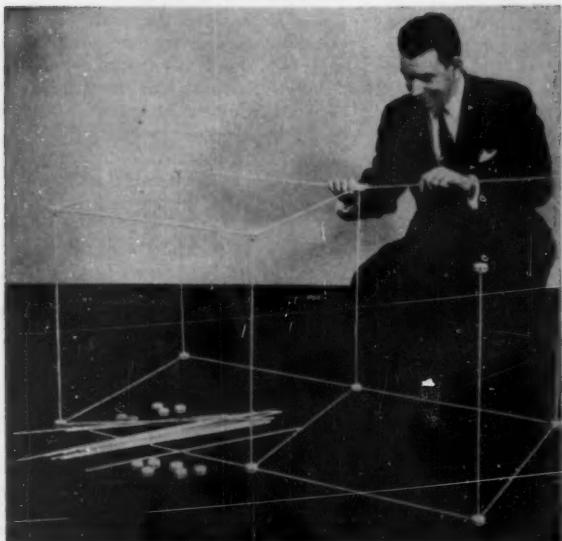
To help you with your next one and five more after that, Wilding offers you a series of 6 built in sales meeting slidefilms

## SO FUNDAMENTAL SO BASIC THAT 8 OUT OF 10 AT A PRE-RELEASE SCREEN- ING BOUGHT !!!

No meeting guides to study, no introduction to rehearse—each film has its own introduction AND review frames at the end.

For further information contact "Better Sales Meetings"—Wilding Inc., 1345 Argyle St., Chicago, Illinois.

**W I L D I N G**  
Communications For Business



## This Prop Is Child's Play

HERE'S a meeting prop that is literally child's play to assemble and take apart. Wooden sticks and joints form a framework for copy panels. Frame is rigid enough to make a background about eight feet high and as long as you'd like.

Called "Pitch-maker" by its creator, Close and Patenaude, Inc., Philadelphia, this stage set can be put together in a number of shapes for variety. Light-weight products as well as paper panels can be hung on it.

This prop performs the same function as a flip chart or chart presentation. By putting panels on and taking them off, speaker adds a little action to his presentation. Paper panels (scored and folded) hang on dowels without fasteners.

Stock panels are available as well as blank sheets for imprinting. Currently the prop is used for quantity distribution to a sales force so that salesmen can stage meetings with a little showmanship. A pitch-maker kit sells for about \$25. \*

**FIRST STEP:** Assemble sticks and joints into any rectangular pattern desired. Time required is about 20 minutes. When program is under way, hang paper panel on sticks as you make points. Build full message.



LET **El San Juan**  
Intercontinental

**make your convention  
unconventional this year!**

Board meetings on the beach? Big deals in the dining room? Private caucuses in the cocktail lounge? Or formal assemblies in banquet rooms that hold up to 1500? They're all awaiting your business-and-pleasure at the San Juan Intercontinental, located on 15 beautiful acres in sunny Puerto Rico.

In Puerto Rico, you have all the fun of a foreign land—with no passports, inoculations, visas, or customs to complicate your planning. At the San Juan Intercontinental, you'll have restaurants, bars, pool, cabana

club, nearby golf course and our own 1500-foot private beach—finest on the island—*plus* all the service and efficiency of an outstanding convention hotel!

The San Juan Intercontinental is just *one* of 15 modern Intercontinental Hotels in 11 friendly foreign lands. All are supervised to American standards.

Phone the Director of Sales—(in New York—STillwell 6-5858, in Miami—FRanklin 1-6661). Or write Intercontinental Hotels, Chrysler Bldg., New York 17.



**INTERCONTINENTAL HOTELS**

The World's Largest Group of International Hotels



**FIVE-sided screen televises president's (closed circuit) talk to 6,000 dealers.**

# Deere Meeting— Big Even by Texas Standards

**Farm machinery manufacturers brings 6,000 dealers into Dallas for one-day meeting. Spent 18 months to plan movement under veil of secrecy. New equipment displayed and demonstrated. Transportation was biggest headache; 3,500 arrived by charter.**

By FRED PASS

TEXANS are quite accustomed to seeing big cattle drives, when thousands of whitefaced steers are herded across the open prairies. But even Texans were awed by the way Deere and Company, Moline, Ill., brought 6,000 dealers from all parts of the U.S. and Canada into Dallas, moved them into hotels and motels, hauled them to an auditorium, for a half-day meeting, shuttled them across town for a tractor demonstration, fed them twice and sent them on their way home.

The one-day sales meeting on August 30 was carried out with precisioned planning that would rival the

work of a general staff preparing for an invasion.

Eighteen months were spent to work out details, even down to such bits of care as having an allergist stand by for those who were bothered by Texas dust.

Back in 1958, Deere officials began to work on a way to present a new line of tractors and implements, products of their \$2-million research center at Waterloo, Iowa. Old way was to lug new equipment all over the country, along with an assorted group of officials and research men, for regional sales meetings.

It would be cheaper, they decided,

to hold one massive sales meeting—to bring dealers to the equipment instead of hauling the equipment to regional points over the U.S. and Canada. It would also get the new line introduced quicker, give dealers a chance to get acquainted, and generate a lot of copy for the nation's farm writers.

To pull off such a one-day meeting meant numerous and varied problems, and the very first was to find a city that would fill the needs.

The city had to have hotel and motel space to take care of 6,000 dealers, Deere officials knew. It had to have a comfortable, cool auditorium where all could view a movie.



**"WELCOME SIGN" measures 234 ft. wide, 25 ft. high. Nine-panel, two-color canvas wraps around Memorial Auditorium.**



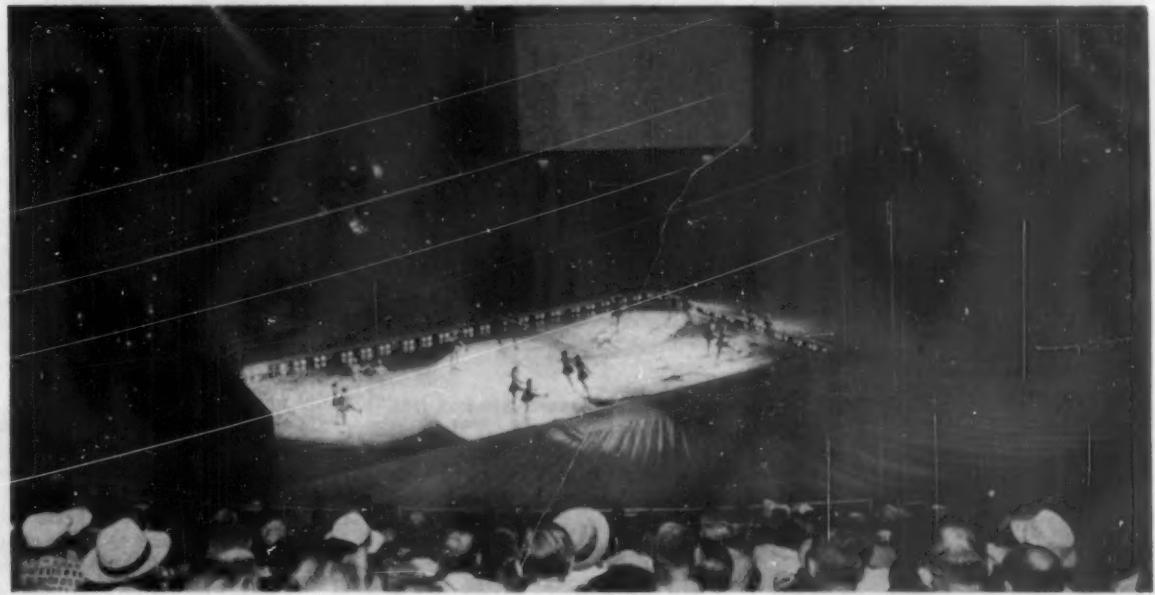
FARM machinery, worth \$2 million, is on display for dealers and friends following new-line presentation in State Fair Livestock Coliseum in Dallas. Deere and State Fair shared \$14,000 cost to repave parking area on which Deere equipment sits.

Not too far away, there must be a building with a dirt floor and seats for 6,000, where the new line could be presented. Adjoining space was necessary for a farm equipment display, and there must be a covered area for feeding the crown.

Last, but one of the most important requirements, the chosen city must have an airport able to take care of the largest commercial airlift in history—5,000 air-riding dealers. This airport should be arranged so that passengers would funnel into one

central spot on arrival, so they could be dispatched without confusion to their assigned rooms.

Dallas, with two new hotels, new air terminal building, an air-conditioned auditorium, and a new livestock coliseum designed for such



MUSICAL show on ice features 22 skaters, 10 voice chorus, 25 piece orchestra. Show title is "A New Generation of Power."

FASTIDIOUS SECRETARIES ARE ALL  
TAKING NOTE THAT SHOW SERVICE  
EXHIBITS, INC. HAS  
BEEN RE-NAMED

## EXHIBIT CRAFT, INC.



### EXHIBIT CRAFT, INC.

18-35 36th St. Long Island City 5, N. Y.  
Designers and Builders of Exhibits •  
Interiors • Models • Displays

SUCCESSFUL MEETINGS  
call for

## Ponte Vedra

PONTE VEDRA BEACH,  
FLORIDA

Directly on the Atlantic just  
25 miles from Jacksonville  
with through train and  
plane service from all points.

Four meeting rooms accom-  
modating up to 125. All  
guest and function rooms  
air-conditioned. Champion-  
ship golf course at door,  
tennis, private beach, fresh  
water pool, pitch and putt  
golf, fresh and salt water  
fishing.

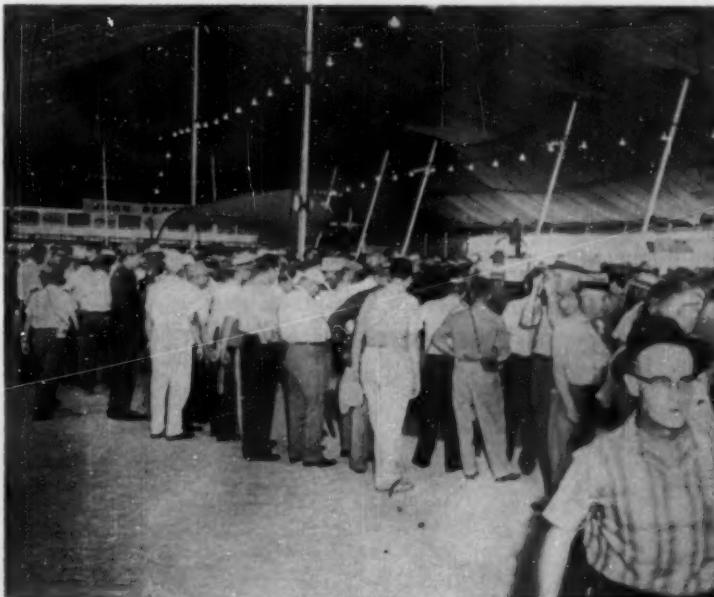
National and regional asso-  
ciations and companies find  
Ponte Vedra "tops" for  
meetings from September  
through February and from  
May 1st to June 15th. Write  
for details. Address Luther  
N. Grimes, Gen. Mgr., Ponte  
Vedra Club, Ponte Vedra  
Beach, Fla.  
Call ATwater 5-2121.



Florida's Foremost  
Four Season Resort



MODELS parade with tractors to add glamour to new line review. Signs in Models' hands identify pieces of equipment passing under the spotlights.



Canvas "parawing" built for Deere & Co. shelters tractor equipment for more than 6,000 visitors. Freeman Decorating Co., Dallas, made the "canvas alley."

events as horse shows and rodeos, met  
these needs adequately. Besides,  
Deeremen noted that it hadn't rained  
in Dallas on August 30—the target  
date—in 15 years.

### Work Began in 1959

Dallas was selected in the spring  
of 1959. Then began work to make

ready for "Deere Day in Dallas."

Since the date was nearly a year  
and a half away, work had to be done  
in utmost secrecy. In the highly com-  
petitive farm machinery field, manu-  
facturers guard their plans zealously.  
When Deere men came to Dallas, they  
registered at hotel as representatives  
of Wilding Pictures of Chicago, a  
firm that has made industrial movies

for Deere and Company. Some Deere personnel even had special calling cards printed identifying themselves as Wilding employees.

### **Major Headache**

Working out the transportation kinks Deere had a major headache. Dallas' Love Field rates as one of the nation's major air terminals in numbers of arrivals and departures. But dropping 5,000 additional travelers out of the sky in one day more than doubled the day's load.

About 3,500 Deere dealers were scheduled on chartered flights. Another 1,500 traveled on regularly scheduled flights — one regular jet flight from Atlanta was made up entirely of Deere personnel.

Getting reservations so far in advance Deere had another problem, as the jet age blossomed. Jet acceptance and introduction came on faster than even airline officials expected. As a result, it was necessary for airlines to rejiggle schedules and equipment on their regular flights. This resulted in almost complete revamping of plans several times.

### Anxious Moments

There were anxious moments, too, in arranging the chartered flights. One charter plane was to land at a New York state airport two and a half hours before time for it to leave with a load of Deere people. None too soon, it was learned that this airfield did not have required starting engines. So the charter plane left an engine running during the layover, else it would have been grounded. At other fields over the nation, it was found that portable loading stairs were lacking, and they had to be shipped in.

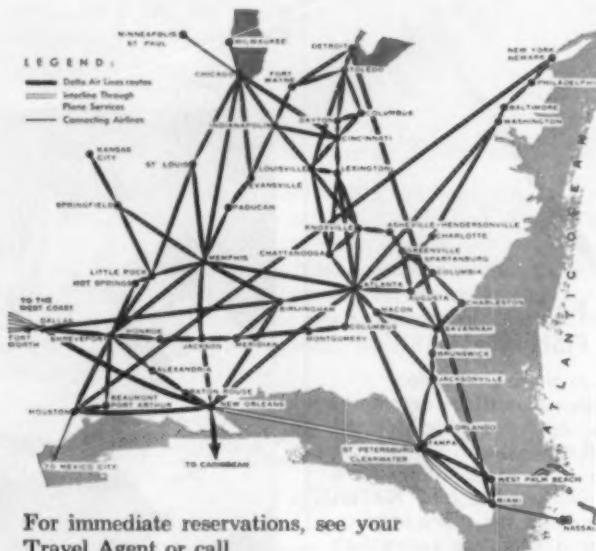
At Dallas airport, lavish plans were made to receive the impact of arrivals with a minimum of shock. A special bank of telephones were set up in a flight control center at Love Field. When a plane carrying a Deer Day visitor reached the two-minute circle, word was flashed via telephone to a registration center. Personnel at this center then sent baggage crews, bus crews and others into action.

bus crews and others into action. Knowing that the whole plan could get balled up at the airport, Deeremen worked over this detail with fine precision. Freeman Decorators, Dallas, was hired to build a reception booth in the center of the terminal. Allied Services played a major role in handling baggage of Deere arrivals. Airport and airline officials worked closely with Deere people. To assure a smooth operation, 40 persons were



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through a day-long "dry run" at the airport five days before the meeting.

When dealers arrived at the airport, they were met by a bevy of girls dressed in short-skirted western attire. While attractive, these girls had a more important function. They pinned name badges on guests and pointed them in the direction of buses which took them to their rooms. Preparing 6,000 tags was no easy chore. Most of them were typed out by a special group of typists in Moline over a one-month period. Changes in tags had to be made in Dallas during the month prior to the meeting, as last-minute changes in the guest list were received.

### Special Travel Folder

As another aid to Deere travelers, each was given a special "John Deere Airliner" folder when he boarded his plane for Dallas. The folder contained maps of Dallas, picture postcards of the city's sights, a brief history of the Deere organization, a sheet of "Texas facts", an outline of the program, and a welcome from Deere president William A. Hewitt. It took several weeks of detailed planning just to get these folders to the right departure points in the right quantities.

To get everybody housed, planners had to make reservations in some motels that hadn't even been built at the time. One motel under construction encountered some financial difficulty, and wasn't finished on schedule. This required some last-minute

room searching, but the need was met. Each person was pre-registered, to prevent jam-ups at hotels and motels. When a person arrived at his hotel, he was given a key and his baggage, and went straight to his room.

### Photographed Buildings

The meeting itself required months of detailed planning. John Moore, head of displays for Deere advertising department, visited Dallas months in advance and took photographs of the auditorium, coliseum, Cotton Bowl parking lot (adjacent to the coliseum), and livestock pavilion, where a Texas barbecue was to be held.

More and his force then returned to Moline, and in a restricted building especially rented for the purpose they reconstructed in miniature the coliseum and parking lot. This permitted them to play displays and decorations in minute detail. Toy tractors were used to "dry run" the implements show in Moline.

### Plan Display Year Ago

F. D. Patterson, who normally handles field displays for the company which are attended by as many as 50,000 Midwest farmers, was brought into Moline to set up the equipment display a year ago.

Freeman Decorating was engaged to construct and erect decorations. One of its biggest assignments was to build a huge sign to drape across the



MAMMOTH barbecue dinner, catered by the Texas caterer Walter Jetton, at which Deere dealers consumed five steers and 4,200 chickens western style.

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# Good Housekeeping

The Good Housekeeping Group is one of many leading publishing companies which held their meetings or conferences in

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auditorium. A nine-panel yellow and green canvas sign, measuring 26 feet tall and 234 feet long, cried out: "John Deere."

## Built Western Town

At the coliseum, the decorating company built a western town. Here Deeremen could walk through a pioneer street, and view such scenes as a livery stable, saloon, Wells Fargo office, bank, "Boothill Monument Company", and a replica of John Deere's blacksmith shop. At the barbecue site, portraits of western characters—including Johnny Ringo, Doc Halliday, Wyatt Earp, and others—painted by Freeman Decorating Company's Helen Anderson, were hung. Red and white checkered tablecloths and sawdust on the floor contributed to the Western flavor in the eating area.

## Lavish Show in Morning

Morning sales meetings was designed to be as lavish as a television spectacular. An ice show was brought to Dallas from Chicago, purposely programmed to tell the new John Deere equipment story with entertainment. Another part of the sales message was to be presented on film. This posed a problem, as no one screen could be seen from all seats in the circular auditorium. For the occasion, Wilding Pictures people designed and built a five-sided television screen, which was hung from the top of the auditorium. Hanging this way, it had to be made of light material. Magnesium was used.

With five screens, five different reels of the same film had to be projected in perfect synchronization. Also, with closed-circuit television, dealers were able to view speakers at close-up on the suspended screens while seeing them "in the flesh" down on the platform. The screen was shipped in sections from Chicago by Wilding, and erected in a week's time.

Some dealers from Canada can speak and understand only French. For them, an interpreter and a special group of headphones were provided—as is done for delegates to the United Nations sessions.

## Charter 100 Buses

Dallas' Memorial Auditorium, site of the morning session, is near the downtown area. The coliseum, location of the afternoon implement show and evening barbecue, is about two miles away, at Fair Park. The day's schedule was carefully drawn, so as not to produce any cross-town movement during the city's heavy traffic hours. Nearly 100 city buses were chartered to carry dealers from the auditorium to the coliseum, and back to town.

One week prior to Deere Day, workers began to move the new top-secret tractors and implements (covered with masking tape to shield them from riders on a nearby roller-coaster) into position in the display area. Huge tents were erected to house a headquarters area and service display.

To prepare a parking lot for the display, a complete resurfacing job had to be done. Deere and Company shared the \$14,000 cost with State Fair to get the job done.

## Box Lunches

Feeding the multitude was done in minimum time. At noon, dealers were handed box lunches of fried chicken, bread and butter and fruit. This meal was eaten in the exhibit area under the auditorium following the morning session. In the evening, they ate barbecue cooked on open spits by Walter Jetton, king of the Texas barbecue caterers. There the group ate five cows, 6,000 roasting ears, 4,200 chickens, 7,500 fried pies, 15,000 sourdough biscuits, 300 pounds of butter, and drank 10 barrels of iced tea and 200 gallons of coffee.

## Emergency Center

To handle emergencies throughout the day, a special telephone center was set up at Statler-Hilton, headquarters hotel. First-aid facilities were provided at both the auditorium and coliseum. In addition, lists of doctors who were available to handle sickness or injury were at hand, including the name of the allergist.

It was a maneuver of military proportions. And by nightfall of Deere Day, Dallas folks knew the dealers had established their beachhead. All had gone according to plan. ♦

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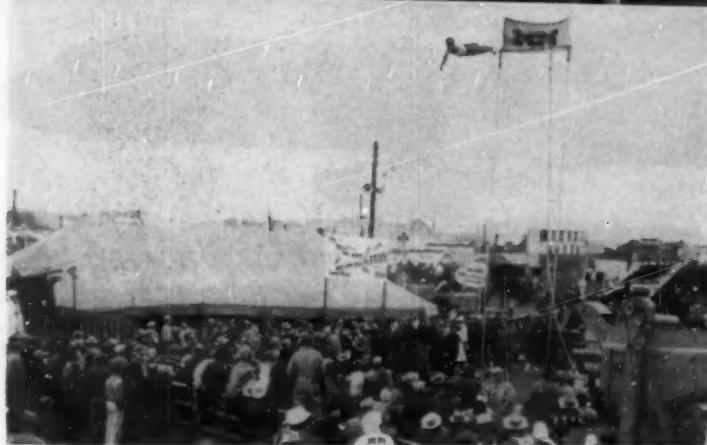
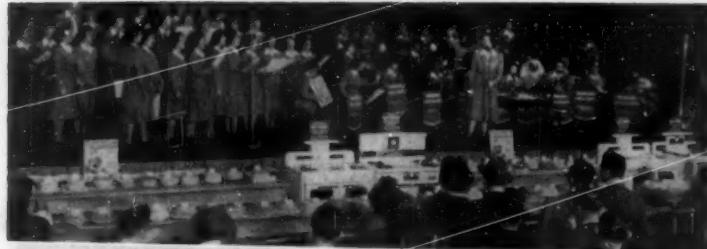
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Director of Sales



HORMEL girls (above) sell a lot of chile con carne to prove success of vaudeville. Minneapolis-Moline (below) adds entertainment to its fair exhibit.

## Entertainers May Be The Answer IF...

You have analyzed your audience carefully . . . you fit entertainment expertly into the rest of your program . . . your hired talent meets the need of your company. Errors are costly.

By AL SHEEHAN  
Al Sheehan, Incorporated\*

AN INDUSTRIAL stage show may well be the answer to your sales problem IF (and the emphasis is ours):

1. You carefully consider the makeup of the audience you intend to sell. You wouldn't (to use an extreme illustration) feature a so-called "sick" comedian before a crowd of serious, substantial people who have business on their minds.

2. You are expert about fitting the

show into the over-all program. If what a sales manager or president has to say is brief, tie it right in with the entertainment. If the business presentation is to be extensive, talks and acts can be alternated. Or the entertainment can go over to the evening program.

3. You make certain the talent meets the needs of the company.

Don't be mistaken — a lot of sales have been made and sales force en-

thusiasm has been generated with the help of a tumbling troupe, a juggler, even an animal act or a shapely girl pirouetting in a not too concealing costume.

And a lot of sales managers have hammered home their points to dealers with assistance of a hypnotist (no reflection on salesmen intended) or a magician or a fiddler.

But a lot of costly mistakes are made, too!

Here are a few of the most common errors:

- The company, eager to do things with a lavish hand, purchases too much talent. The show just gets too long. Not long ago an aviation company in the Southwest — it didn't happen to be one of our customers — had so much entertainment, prospective customers got weary and just wandered out, at varying stages of the program, before the sales pitch ever was made.

- The company pays too much for talent, in the misbelief a big name is the only answer to the problem.

- A badly balanced program is arranged. There could be, for instance, three featured singers. Even if they are good, that's too much singing. That usually happens when someone high in the company—or his wife—likes singing.

- A haphazard selection of acts. You've got to consider the educational and economic levels of the people you reach. If the audience is traveled and used to good entertainment, you can go in for one of the more sophisticated shows. A comic out of the Thirties—who is good in the right surroundings — would flop before an audience of younger people.

It's a joy for a man who grew up in show business to see entertainers put zest in a sales campaign.

For instance, we just got through with a job for Carter gasoline (editor's note: now division of Humble Oil Co.) on the West Coast. Carter wanted to get customers into its service stations and, to point up a new gasoline additive, it wanted to "put that tiger into your gas tank."

The "tiger" suggested circus-type acts, of course, and the rest was a matter of getting the right acts at the right places at the right time. For 23 days the show went from city to city and from station to station. The "tiger girl" usually was a model of a specialized type. Clowns, fortune tellers and the rest of the performers

\*The Minneapolis, Minn., company went into the industrial show field some 30 years ago; is one of the half-dozen largest in the country.

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were acts hired in Los Angeles, Minneapolis, Kansas City or wherever we had to find them.

This same company used another type of service available through entertainment. Come Fall, Carter again will put on meetings for dealers in about 20 cities such as Spokane, Seattle, Denver, Salt Lake City and Billings.

This is a dealer-building type of presentation with no obvious sales pitch, and the program changes accordingly. For dealers, there will be possibly a high-type comedy act, pretty girls, a good singer and acrobatics.

Before entertainment, between acts and after the shows, sales executives chat with dealers and probably learn about a particular problem a dealer has. At some later date, the sales manager will have a suggested solution.

That's low pressure selling, but it is effective.

Ideas have a habit of working themselves into something concrete as a result of shows.

For instance, we do an occasional selling job for Minneapolis-Moline Co., farm machinery producer. We had a clown act during a presentation of a new Moline tractor, and it was no accident the clown dubbed himself "little Moe."

Moe got to be kind of a generic term for tractors around Moline and today they had a "big Moe" tractor which is doing rather handsomely saleswise.

► There is a way to apply entertainment to commercial needs in just about any situation.

General Mills, Inc., needs well-selected, topflight entertainment for the dinners to climax its annual future homemaker promotions. Getting and presenting such entertainment, a food products company could have quite a problem, but it is just part of the day's work in our field.

When Minnesota Mining and Manufacturing Co. wanted to go all-out to recognize the 50th anniversary with 3M by William L. McKnight, chairman of the board, it was comparatively easy for our people, working with the company, to present scenes from the honor guest's life.

It would have been equally easy to fall into the pageant sort of thing, which so frequently is a dismal flop. For the 3M show we needed the St. Paul City Auditorium to seat some 15,000 employees. Jack Paar was master of ceremonies, and final surprise was presentation to McKnight of a live race horse. Not many shows come in that scope.

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Nancy B. Zabel  
Director of Sales

A matter of prime importance is how much a company should spend on entertainment programs. One of the nice things is that you can budget a show to your precise needs and the amount the company wants to spend — you know in advance what it is going to cost.

A grocery company on its way up in volume and opening many new retail outlets figures usually to spend \$3,500 to \$4,000 on a few import acts and a few locals, with a day-long presentation. Amount varies in accordance with the importance of the store.

Occasionally we handle entertainment needs in which a company budgets about \$1,000 for a spot show.

On the other end of the string is the big appliance company that has four regional and district sales meetings, attended by some 3,000 persons. The company figures to spend about a quarter of a million dollars on entertainment — and considers the money well invested.

One of our more satisfying sales-building chores happens to have been one of our first — about a quarter of a century ago.

Jay Hormel of the meat packing company happened to see three girl singers on a battered old truck, during a Fourth of July parade.

He liked the novelty of a girl orchestra. The company had the problem of expanding into the national sales field, and Hormel wondered why the two things couldn't be put together.

It took a couple of years of hard work, but the net result was the Hormel girls' caravan all in white automobiles, going from city to city, putting on entertainment programs and then actually going into the retail stores to act as sales girls.

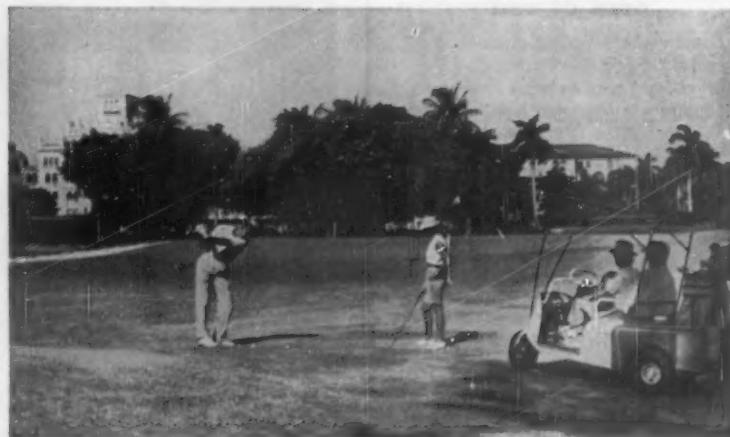
There was what we called the Night in Old Mexico, and at various times we used Delores Del Rio, chorus girls from Hollywood and Paramount starlets.

And what was all this for? To sell chili con carne, and did we sell chili con carne!

It was during those early days, I think, that I learned to sense when the punch lines were going over during a sales presentation.

You can accurately evaluate applause and you can tell when the tricks of show business — a change in music or different use of lights — are needed to change the mood of the audience.

You can feel success, and that's what I like to call successful application of entertainment to commercial needs. ♦



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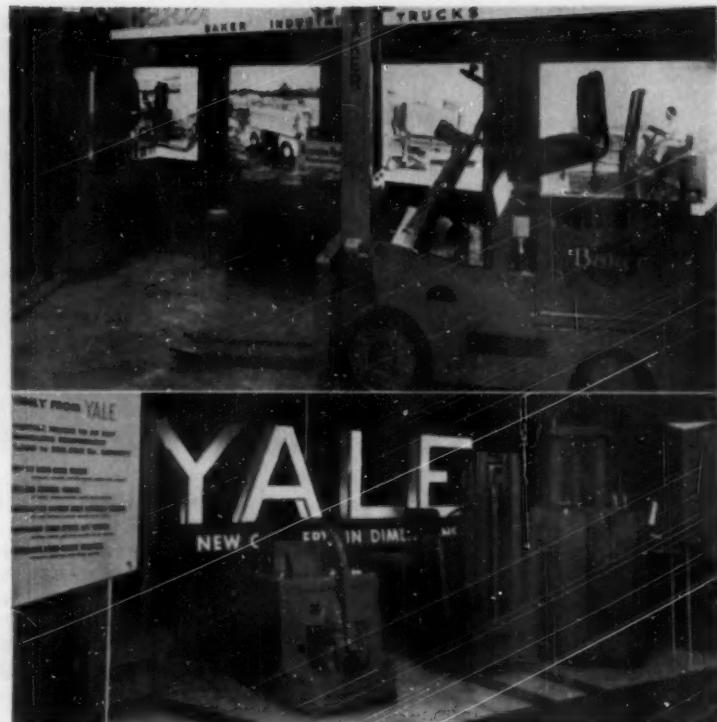
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**SAVE!**



INDUSTRIAL truck manufacturers exhibit at Exide's sales meeting to show their men the new line. Exide makes the batteries that powers such vehicles.

## Ever Have Customers Exhibit At Your Sales Meetings?

Exide invites companies to whom it sells batteries to exhibit at sales meeting. So many accept, exhibit area has to be increased. Exide uses incentive contest as meeting build-up.

INVITE your customers to exhibit at your own sales convention? Exide Industrial Div., The Electric Storage Battery Co., Philadelphia, thought it was logical.

Goal was to give salesmen an opportunity to see Exide batteries actually power new forklift and truck models. In Exide's situation where it supplies a product within a larger product, two basic areas for sales are open. One, to persuade truck manufacturers to install Exide batteries in their equipment as it comes off the assembly line. Two, convince buyers it is best to replace old batteries with Exide. Exide's Atlantic City conven-

tion purpose was to train its own sales force and focus manufacturers' attention.

Salesmen canvassed their manufacturing accounts for exhibit contributions at the sales convention. All exhibit arrangements for the convention were handled exclusively by salesmen. Together the salesman and account worked out exhibit size, basic design and approach. Exide offered 10-, 20- and 30-ft. booths, 8 ft. deep.

### Awards for Exhibits

Awards were presented at the sales convention for best exhibits. Award

categories were: most educational, attractive, and unusual. Contest pressured each salesman to give his client the best possible advice, since a win or a booboo reflected on him as well as the exhibiting account. Each person who attended the convention cast a single vote for each category.

### Heavy Response

Response was heavy to Exide's exhibit offer. Originally, Shelburne Hotel's Kerry Hall was reserved for exhibits. As truck manufacturers' space requests rocketed, Exide was forced to expand total exhibit space. The Shelburne agreed to remove its furniture in the lobby to make additional room. Exide evaluates the intense exhibit interest as "an indicator of users' acceptance."

First national sales convention in three years, Exide's reason for the Shelburne Hotel meeting was two-fold: Acquaint sales force with new products to be introduced. Introduce Exide personnel and truck manufacturer reps to new sales heads within the company. Exide had recently undergone a managerial change.

### Sales-Service Contest

To build up pre-convention interest, Exide staged a sales-service contest among its force. Its Atlantic City Race was scored on a point system, with handicaps tied in to equalize everyone's chance to win. Most sales organizations have a "hot rod" salesman or two, who usually work the best territories by virtue of ability. Management was aware that these men could easily win a contest without handicaps on sales volume alone.

Contestants "ran" a series of three laps in "the race to Atlantic City." "Qualifying run, back stretch and front stretch" lasted a month apiece to make three consecutive months of competition leading to the convention. Exide force earned points based on their sales and service activity, later translated into real Exide stock.

With each lap, race was in effect a way to earn part ownership in the company. Minimum number of points had to be earned to acquire stock. Certificates were held until the convention to be issued. In addition, top winner in seven categories won a husband and wife trip to the Emerald Beach Hotel, Nassau.

### Seven Winners

Sales and service were divided into seven areas in which personnel could

win the Nassau trip if they had the highest points:

1. First place driver (high point service engineer)
2. First place pit boss (top district manager with highest accumulative sales)
3. First place team manager (regional manager with best area sales)
4. First place mechanic (outstanding service man on points)
5. First Place Sunday driver (staff executive with best regional sales)
6. First place unadjusted driver (large quota man with highest sales volume)
7. First place driver or mechanic (top man who won none of the other spots)

Exide point system was applied to various sales and service activities. Basic points were given for a routine call. Double points were assigned for sales delivered in 90 days. (Purpose was to restrict salesmen's tendency to attempt to sell a year's battery supply in advance due to the contest.) Greater number of points went to orders over \$2,000 with six months delivery. Those who managed to replace competitor's batteries with Exide earned high number of points.

### Campaign to Wives

While husbands were selling, company had a spaced direct-mail campaign go to wives. The E. F. MacDonald Company supplied a series of six enclosures to build Nassau interest and made all travel arrangements. Each mail piece was simply designed with color and "quickie" messages. One piece read, "This is a horse's mane. You will see many like it on the willing quadrupeds that draw the surreys for sightseeing in Nassau." Or, "This is a zero. It is exactly how many cares you'll have in the world during your stay in Nassau." At the same time, periodic bulletins were issued to Exide sales offices to report latest race results.

### Tour Local Plants

To attend the convention, salesmen assembled in Philadelphia, Sunday night. Early Monday, buses departed to tour local Exide plants and then continue on to Atlantic City. Exide

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Private elevator from Grand Central

people checked into hotel late afternoon in time for a welcoming reception and dinner.

Workshop sessions dominated the remainder of the week. Products were introduced and discussed. Exhibiting companies manned their booths to point out advantages of new equipment. Manufacturers apparently were eager to demonstrate truck equipment as Exide salesmen can be in an excellent position to recommend products in their work.

To break the hammering pace of workshop sessions, Exide projected a

sound filmstrip show entitled, "Two Dollars on Alfred." Close and Pataude Co., Philadelphia, created the film to portray the development of a salesman. Plot revolved around a side bet that anybody can be made a salesman if he does what he is trained to do.

Charts were used extensively in workshop sessions. Some of these were cartoon illustrated. About 36 inches by 54 inches in size, visuals could be seen clearly from any distance in the meeting room. Close and Pataude's "pitch-maker," a kit of wooden sticks and joints, provided a lattice arrangement for speakers to hang other poster material.

## Light Program at Night

Although evening sessions were scheduled, program wove entertainment and light talks into the twilight hours. These sessions were in direct contrast to heavier afternoon workshops. In the five day convention, Exide scheduled Wednesday afternoon for fishing, swimming, bowling and golf. Tournaments in golf and bowling were conducted.

Stock certificates and announcements of Nassau-trip winners were withheld until presentation night, Thursday. Highpoint was deliberately held until near the end of the convention to maintain keen interest the entire five days.

## \$200 per Man

Cost to Exide per person was \$200. Total attendance was 235 men. For some a trip to Nassau was an experience still in store. Of those who did not make the trip, many patted their pockets on the way out as if to say, "We're part owners." They were—with stock certificates to prove it. \*

## Convention perfect



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## Put Your Hospitality Room to Work

**Hospitality suites used to be decorated with girls in chemises.**

**Now it's strictly business—yours, not theirs. You can take advantage of this informal atmosphere as a functional part of sales.**

By JAMES P. KENNEDY\*

PRETTY GIRLS in chemises, colored lights, extra strong beverages and cigar smoke you could cut with your arm, were the essence of the hospitality room in the pre-depression convention days. Salesmanship was secondary. "Give the boys a good time and they'll have to buy our product," were the words of my first sales manager.

Then came the leaner years of the early 30's. The girls were bolder and were not paid—they made their own deals with your customers. You furnished the suite and the drinks, they solicited the business.

As industries matured, this phase diminished. Successful manufacturers took on an air of respectability. The girls were dressed in evening gowns and were called "hostesses". They served refreshment and light banter. The bedroom door was never closed. Wires started to come to conventions. You had to be careful.

In the highly competitive 50's, the hospitality room took on the air of a private club with free pretzels, cheese

and crackers to go with Scotch and Manhattans. A few enterprising firms had catering service, with delicious roast beef or ham sandwiches, coffee and beer. This was so popular, admission had to be restricted to legitimate customers who were issued passes in advance. Hotel dining rooms didn't do too well with all this free food available in the hospitality suites. The girls were legitimate models, at \$25 a day, nice looking, well dressed and sedate. More conservative firms merely served drinks and provided their most loquacious salesmen for entertainment without hostesses. Only incentive to visit these rooms was that of having a chance to talk with members of management who were seldom on the road, and to establish rapport with individuals not otherwise in direct contact with the trade. Dull but respectable.

Is the hospitality room merely a tax deductible business expense, or can we make it a functional part of sales? What is being accomplished?

Lets wake up and use this opportunity to build sales!

There is no reason that merchandise, particularly new and interesting

developments, can not be exhibited in hospitality rooms. As much care should be given to this phase of merchandising as to the ornate booths in the exhibit hall. Promotional sound movies can be used in a room—whereas most conventions prohibit these crowd gathering attractions at an exhibit booth. Door prizes can be offered. Souvenirs can be distributed without restrictions of the exhibit hall.

For selected and pre-invited guests, top management should be present and willing to mix with the trade. Wives of management should be on hand to put visitors' wives at ease.

### Supplement Exhibit

The hospitality room should supplement the exhibit booth with the advantage of being more congenial and comfortable. There are no restrictions upon taking orders—even a small incentive discount would be justified, in that it would cost at least \$25 for a salesman to visit a customer from a distant city at his place of business—here he is paying his own way to the convention. You merely induce him to visit you in your hospitality room.

\* In charge of exhibits, Sola Electric Co., division of Basic Products Corp.



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You make it worth his while. It is an added incentive to him to crystallize his buying motivation at the convention where he can save a little (in addition to his tax deductible expenses).

We no longer need the girls in chemises. There can be a monetary

incentive to visit the hospitality room. In the warmth of convivial good fellowship, sales resistance diminishes. We can combine business and a little pleasure, profitably. Let's make the hospitality room part of our merchandising program that pays its own way. ♦

## It Could Be Verse

By J. G. LONG, Gray & Rogers Public Relations

## Acknowledgement



Thanks for the introduction,  
Friend,  
It really was a peach.  
But next time make it, please  
Less grand —  
It's better than my speech.

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OTIS ELEVATOR'S exhibit approach to Natl. Assn. of Building Owners & Managers meeting.

## Which Would You Use?



WESTINGHOUSE elevator division's approach to same show, at other end of exhibit area.

**Same show, same product, same opportunity, yet two exhibitors came up with exhibits at opposite ends of the spectrum at Natl. Assn. of Building Owners & Managers meeting in Philadelphia.**

YOU HAVE HEARD it said often that give two creative men an identical problem and invariably they will

come up with different solutions. Recently, two companies had a similar exhibit problem and (as you might

expect) came up with exhibits as dissimilar as night and day. Otis Elevator Co., New York City, and West-

135 of the top 500\*  
corporations in the nation  
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## Mountain Shadows

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Operated by Del E. Webb Motor Hotel Company

inghouse Electric Corp., Pittsburgh, were both elevator exhibitors at the National Assn. of Building Owners & Managers convention in the Bellevue-Stratford, Philadelphia.

### Otis Traditional

Same show, same product, same opportunity: each company wished to sell elevators to a market assembled under one roof. Otis took a more traditional approach to marketing through exhibits. Exhibit had a story to tell. (Otis wished prospective buyers to know that parts that go into its elevators are all made by the company. Singleness in production standards insures buyers not only of controlled quality, but that Otis elevators allow building managers to keep up with modern elevator automation to come at no sacrifice of the original investment.) Bryan-Elliott Co., Long Island City, constructed the exhibit for Otis.

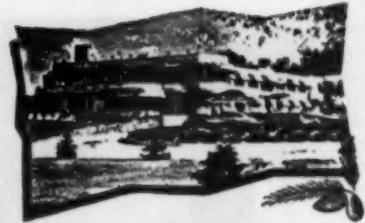
At the other end of the exhibit floor was Westinghouse's answer to the same show. Visitors were invited to play nine holes of miniature golf. Nothing was missing for the sports enthusiasts — even down to the ninth hole bar. Cool pitchers of orange and tomato juice were behind the bar for visitors who made the rounds. Prizes were awarded by daily drawings to those who qualified with a prescribed score. Westinghouse topped off the convention exhibit with a grand prize, stereo-hi-fi console set. In this background, sales representatives of Westinghouse chatted with old customers and potential new ones. Golf course was created by The Art Guild of Philadelphia.

Golf course was supplemented by a single-table exhibit in the hotel lobby. A scale model of Grand Central City building, Park Avenue, New York City. Table exhibit announced Westinghouse was to install in the not yet completed building elevators and electric stairs which combined would transport 275,000 people a day.

### Friendly Approach

In talking with company sales representative at the convention, Westinghouse philosophy was obvious. Many people know Westinghouse elevators. Approach was to renew old acquaintances and provide leisure recreation for them at the convention.

There you have it: two companies with opposite approaches to the same show. If you had been the exhibit planner for either of these companies, which approach would you have leaned towards? ♦



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## Try to Top This One

(continued from page 37.)

cupied after each day of lectures, we tended to get them to bed earlier than would have been the case if they had been put on their own as soon as the day's work was over. This made for brighter eyes and few nodding heads the next day and helped to sustain interest.

We even chose our hotel with an eye towards this. One we picked was just far enough from the middle of Miami Beach to make a man think twice before venturing out for a night on the town. Fact that the particular hotel we chose had all the facilities we needed, including a golf course, country club and a convention hall, was also instrumental in our choice.

### Day-to-Day Incentive

In planning our stock market incentive program, we realized one thing. No incentive plan really works well if the rewards are too distant. Something has to be done on a day-by-day basis or interest will wane. We tied the stock market program and a day-to-day incentive plan together by handing out quantities of stage money to the men in classroom lectures. Basis on which money was awarded depended on individual instructors, but most of them paid off with money for: (1) first man to finish a test, (2) particularly stimulating questions from the class, (3) first correct answer to a verbal question, and (4) promptness in arriving at the class on time.

Money the men earned this way was added to the monetary value of the stock certificates held by each man and was used to bid for prizes at the end of the meeting.

Last stage in building our sales meeting was akin to painting a house. A coat of paint serves not only to dress a place up; it also, and this is almost more important, protects the house from weather damage. That was the way it was with our final day. We wanted to make sure everything that had gone before was protected.

We had learned in the past that no matter how many times you repeat something to a man, he will forget a part of it — particularly when salient points are buried in a welter of detail. What we wanted to do on our last day was drive home the most important sales features of our products and give the men a last chance to ask questions.

There were other purposes, too.

We wanted to build a fever of enthusiasm which the men would leave with and at the same time we had to tie all this into our general stock market-merger theme. Here's what we did:

### Carnival Relieves Reviews

We staged a carnival in the hotel's convention hall. And we interspersed trips to the carnival with 20-minute review sessions held behind soundproof drapes in the convention hall area.

Over-all course material was broken down into six basic areas of subject matter and six of these soundproofed areas with chairs and lecterns were set up around the edge of the hall. As the men entered the hall, they were assigned to one of six groups at random with group one sent to review area one, group two to review area two, and so forth. Each review session was conducted by a pair of our agricultural or veterinary scientist-lecturers. After 20 minutes of intensive review during which the men were again paid off for stimulating questions and for correct and/or first answers to questions, a bell was rung and the men sprinted out to the carnival area.

Carnival area was down the middle of the hall. Various carnival-type games of chance were set up on tables. Men used their stage money at these games in a last-minute effort to build up their bank rolls for the auction to come. Actually, the carnival served a much more important function. It let the men blow off excess steam during the intense review sessions and put them in the right frame of mind for the final afternoon session of the meeting.

We filled this carnival operation with lots of razzmatazz. Operators of the games of chance were all headquarters men and they were dressed in carnival-type costumes. Jazz records blared over the P.A. system.

And then at the end of 20 minutes of gaming — silence. A whistle blew and the "ringmaster" directed each group back into the right review area. Group one now went to area two, group two to area three, and group six rotated into the head of the order.

### "Cash" for Answers

What went on in one of these review sessions is particularly illustrative of the kind of instructional tech-

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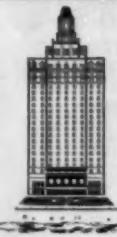
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The Place to Meet in Atlantic City  
Experienced sales staff at your service  
George B. Bruni,  
Vice President & General Manager  
Ada Taylor, Director of Sales

nique we use in our sales meetings—only much more intensified than usual. Salesmen were seated on opposite sides of the table. Number one man was told by the instructor to ask the man across the table from him a question. Ten dollars in stage money went to the man who answered the question if he were 100% correct. If not, the man who asked the question got 20. Two members of the veterinary science staff were on hand to moderate and pass out "play bucks." This question-answer routine went all the way around the table.

This technique had the advantage of drawing out from each salesman some particular interpretation he had made of the lecture material and of allowing him to sound off with some aspect of his own experience. These bits of personal information were greedily snapped up by the listening salesmen.

Again, at the end of 20 minutes—clang! clang! Music came on; bells rang. The men took off for the gaming tables. We kept this up until each group had been rotated through all six review sessions.

#### Pay Off to Routine

After this came the pay off for the stock market routine. First there was election of officers of the new company formed through the merger of the four the men had "belonged" to during the meeting. Officers selected were the five men with the highest point scores. To make this a real honor, John E. McKeen, president and board chairman of the Pfizer Corporation came down from New York. He personally congratulated the president, executive vice-president, vice-president in charge of marketing, treasurer and secretary of the new company. He emphasized that it was performance that paid off for these men in this role-playing situation—just as it would in real life.

The auction was wild. We had no idea that some of the men had managed to accumulate such large quantities of play money and stock certificates. But one thing we did know. Those who led the bidding and walked off with the prizes were the ones who had checked out best in examinations, answering of questions and contributing of important information. This was the pay off for the men and for us, too, because the enthusiasm transcended old group alignments.

After lunch we switched back out of the convention hall into the hotel's grand ballroom where we had our final session. We kept the advertising

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As the men filed out of the ballroom following the final session, we knew we had succeeded. Our sales meeting was finished, its objectives met. Last nail was in place and the painting was complete. Not only had we built a sales meeting, but we had built a new and dynamic sales organization because of it. ♦



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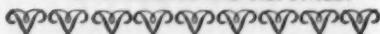
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**Subject: CELEBRATION**

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Baruch looked at the old guy and said: "How?"

**Subject: SIGNALS**

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"Lady," weakly replied the unlucky male who had been following and subsequently hit her car, "your arm was out, I'll admit. But, first it was up, then down, then into circles, then straight out. That's a left-turn signal!"

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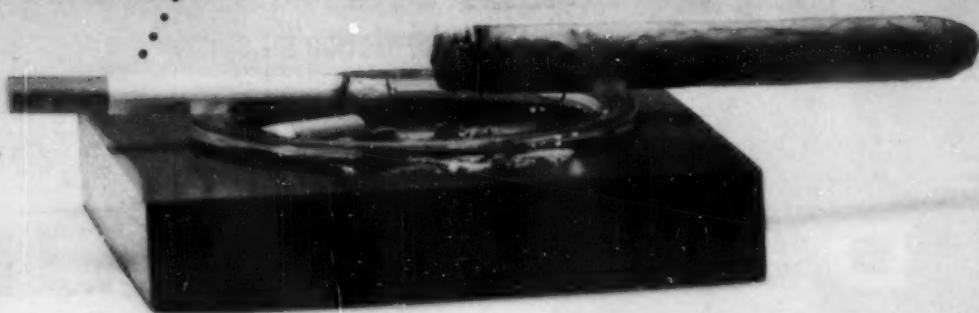
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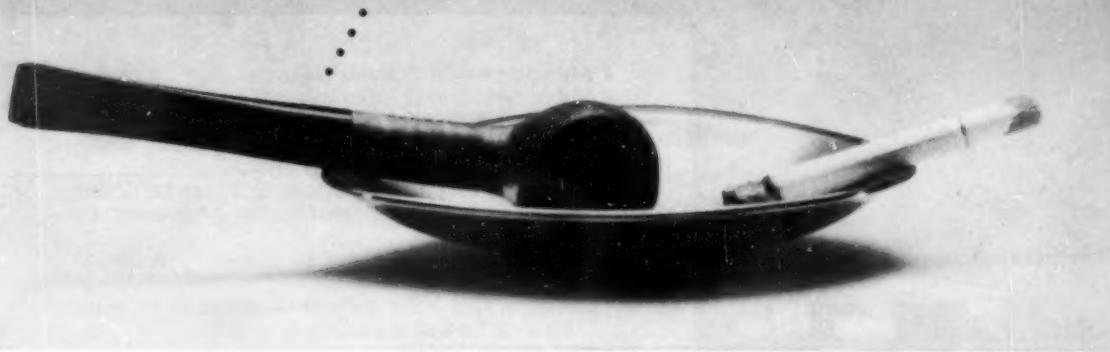
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